

**FULTON WORKFORCE DEVELOPMENT BOARD MEETING
 VIA TELECONFERENCE
 MAY 19, 2020 – 8:00 A.M.**

AGENDA

- | | | |
|-------------|---|--------------------------------|
| I. | CALL TO ORDER | Alexis Leonard |
| II. | ROLL CALL | Alexis Leonard |
| III. | PUBLIC ACCESS | Citizen Comments |
| IV. | REGULAR AGENDA | |
| | <ul style="list-style-type: none"> • ACTION ITEM: Approve Agenda • ACTION ITEM: Adopt Previous LWDB Minutes – 2/18/2020 | |
| V. | DIRECTORS REPORT | |
| | Economic Impact of COVID-19 | Samir Abdullahi |
| | Key Industry Impacts
Dr. Mike Looney, Superintendent, Fulton County Schools
Brent Reid- Winter Construction
Andrea Albritten- Grady Healthcare System
Tom Cook – Flexible Technology Solutions | |
| | Workforce Response to COVID-19
Recovery Efforts Moving Forward | Brett Lacy |
| VI. | COMMITTEE REPORTS | |
| | PERFORMANCE & ACCOUNTABILITY | Stephanie Rooks |
| | <ul style="list-style-type: none"> • ACTION ITEM: Adopt WorkSource Fulton Policies & Procedures Manual • ACTION ITEM: Approve Pilot Waiver | |
| | YOUTH | Yulonda Darden-Beauford |
| | FINANCE | Brent Reid |

- **ACTION ITEM: Adopt PY20 Budget**

STRATEGIC PARTNERSHIPS & OUTREACH

Amelia Nickerson

Board Member Survey

EXECUTIVE COMMITTEE

Andy Macke

- **Report on March 26 Emergency Executive Committee Meeting: COVID19 Response**
- **ACTION ITEM: Approve the PY20-PY23 Local Plan for Public Comment**

VII. CHAIRPERSON'S REPORT

Andy Macke

VIII. PROGRAM PRESENTATIONS

Human Centered Design Initiative

Sarah Flescher

IX. CLOSING REMARKS AND ADJOURNMENT

AGENDA IS SUBJECT TO CHANGE

****An Executive Committee Meeting will be held in the event there is not a Quorum of the Full Board****

MEETING TITLE: Fulton County Workforce Development Board Meeting
MEETING DATE: Tuesday, February 18, 2020 **MEETING TIME:** 8:00 A.M.
LOCATION: Metro Atlanta Chambers
MEETING SCRIBE: Alexis Leonard **EMAIL:** alexis.leonard@fultoncountyga.gov

BOARD MEMBERS ATTENDANCE:

Bell, Mike: Absent	Lindgren, Virginia: Proxy- Albritten, Andrea	Seems, David: Absent
Boatright, Kali: Proxy- Abdullahi, Samir	Macke, Andy: Present	Stepakoff, Jeff: Absent
Collins, Jim: Excused Absence	Nickerson, Amelia: Present	Stokes, Fabiola Charles: Present
Cook, Tom: Present	Norman, Elizabeth: Absent	Thompson, Dr. Lanze: Excused Absence
Darden Beauford, Yulonda: Excused Absence	Reid, Brent: Present	Tucker, Deon: Excused Absence
Dover, Sanquinetta: Proxy- Rashid, Autumn	Rooks, Stephanie: Present	Tuggle, Anthony: Present
Ekanemesang, Itohowo: Present	Ruder, Alex: Present	Washington, Regynald: Present
Gluckman, Neil: Excused Absence	Scott, Elizabeth: Present	Wences, Juan: Present
	Schofield, Kim: Excused Absence	

1. **Call to Order**
Meeting called to order by A. Macke at A.M.
2. **Roll Call:**
Roll call by A. Leonard, LWDB Board Liaison. The presence of quorum met.
3. **Opening and Introductions**
Chairperson Macke opened the board meeting welcomed all attendees, with brief introductions of the LWDB members following.
4. **Public Comment**
No Public comments
5. **Regular Agenda**
 - I. **Regular Agenda:**
Chairperson Macke requested a motion to accept the regular agenda.
Motioned: B. Reid **Seconded: A. Nickerson**
Required Action: N/A
Motion Acceptance/Declination: The motion was approved for the adoption of the agenda, as is, by a unanimous vote. All in favor. No oppositions. No abstentions. The motion carried accepting the regular agenda as presented.
 - II. **Adoption of November 21, 2019 LWDB Meeting Minutes:**
Chairperson Macke requested a motion to accept November 21, 2019 LWDB Meeting Minutes as presented.
Required Action: N/A
Motioned: B. Reid **Seconded: A. Ruder**

Motion Acceptance/Declination: The motion was approved for the adoption of meeting minutes, as is, by a unanimous vote. All in favor. No oppositions. No abstentions. The motion carried accepting the November 21, 2019 LWDB Meeting Minutes as presented.

6. Committee Reports and Recommendations

Finance Committee Report:

B. Reid, Chairperson of the Finance Committee, provided the committee report. The Finance Committee has finalized the committee goals. As discussed at the previous board meeting, the Finance Committee is implementing a formal and structured budgeting process. The committee has begun the budget process review and will continue over the next several weeks. Updates will be provided as progress continues.

Ratification of Funds Transfers: FY 2019 and FY 2020 Dislocated Worker to Adult

Chairperson Macke then opened the floor to B. Lacy, WorkSource Fulton Division Manager, to provide information on the request to transfer funds. B. Lacy advised that the State allows quarterly fund transfers. Currently, participant enrollment is exponentially higher amongst the Adult Program versus the Dislocated Worker Program. The requested transfers will allow for the Adult program to continue enrollment, which in turn, allows for funds to be drawn down promptly. Should there be an increase in Dislocated Worker participants, funds can be transferred back into the Dislocated Worker budget. This transfer request submission was required to the State by February 14th. The Finance Committee vetted both the Funds Transfers: FY 2019 and FY 2020 Dislocated Worker to Adult. The transfers were taken up as an action item during the Executive Committee Meeting on February 13th and were approved. A copy of the funds' transfer has been provided to each board member in the document packet. It is requested that the full board ratifies the request to transfer funds.

Required Action: No further action required

Motioned: L. Thompson

Seconded: T. Cook

Motion Acceptance/Declination: The motion was approved to ratify the Funds Transfers: FY 2019 and FY 2020 Dislocated Worker to Adult by a unanimous vote of the board members. All in favor. No oppositions. No abstentions. The motion carried accepting the Ratification of Funds Transfers: FY 2019 and FY 2020 Dislocated Worker to Adult.

Performance & Accountability Committee:

One-Stop Certification Criteria

S. Rooks, Chairperson of the Performance & Accountability Committee, provided the committee report. The Performance & Accountability Committee was to review and recommend the re-adoption of the One-Stop Certification Criteria based on the State Workforce Development Board's criteria. The only significant changes are that there are now three types of sites: Comprehensive, Affiliate, and Specialized Sites. A copy of the One-Stop Certification Criteria has been provided to each board member in the document packet. It was requested that the board approves the recommendation of the Performance & Accountability Committee to accept the One-Stop Certification Criteria.

Required Action: No further action required

Motioned: B. Reid

Seconded: E. Scott

Motion Acceptance/Declination: The motion was approved to accept the One-Stop Certification Criteria by a unanimous vote of the board members. All in favor. No oppositions. No abstentions. The motion carried accepting the One-Stop Certification Criteria.

Self Sufficiency Policy

The Performance & Accountability Committee reviewed the current Self Sufficiency Policy based on federally defined poverty levels. The tool is inflexible and does not account for the number of children or the number of incomes comprising the family size. The Performance & Accountability Committee recommends updating the policy to allow for Self Sufficiency to be defined by the Living Wage Calculations (working wages) instead of Lower Living Standard Income Level (defined poverty level). The criteria change permits the expansion of participant eligibility. The data for potential participants determined eligible, specifically within income range difference of the poverty level income versus working wage calculations, can be tracked to develop a sense of how many more participants can be served under the recommended criteria. Copies of both the current Self

Sufficiency Policy and the DRAFT Self Sufficiency Policy have been provided to each board member in the document packet. It was requested that the board approves the recommendation of the Performance & Accountability Committee to accept the DRAFT Self Sufficiency Policy.

Required Action: No further action required

Motioned: A. Nickerson **Seconded:** L. Thompson

Motion Acceptance/Declination: The motion was approved to accept the DRAFT Self Sufficiency Policy by a unanimous vote of the board members. All in favor. No oppositions. No abstentions. The motion carried accepting the Self Sufficiency Policy.

Youth Standing Committee:

M. Viallet, Program Manager, provided the Youth Standing Committee report in the absence of Y. Darden-Beauford, Chairperson of Youth Standing Committee. The Youth Committee has identified three starting focus points that will assist in reaching its goals. The committee has begun developing a Community Based Organization Committee participation form that will define how the CBO supports and contributes to the Youth Committee as well as Youth programming. Additionally, the youth committee is working with ResCare to evaluate real-time participant cost versus actual dollars. Doing so aids in improving the youth outreach plan. Chairman Macke requests the Youth Committee work to develop a turn-key mechanism that will allow businesses to provide job shadowing, internships, career tours, etc., allowing youth to get an understanding of requirements in perspective career interest.

Strategic Partnerships and Outreach Committee:

A. Nickerson, Chairperson of the Strategic Partnerships and Outreach Committee, provided the committee report. The Strategic Partnerships and Outreach Committee is a new committee approved on November 21, 2019. The committee is working to develop and define the goals. The first goal is to create an inventory list of current partnerships. Based on the landscape of current partnerships, a new partnership is to be in place by the end of the fiscal year. In addition to creating partnerships, the committee will work to determine how WorkSource Fulton can better align with Economic Development's five industry verticals in which the county is looking to develop partnerships.

7. Director's Report Monitoring

B. Lacy, WorkSource Fulton Division Manager, provided the Director's Report. As discussed at the previous L.W.D.B. Meeting, the PY18 Monitoring took place in the first week of December. Findings have significantly decreased in all three areas: compliance, programmatic, financial. Last year's monitoring resulted in nine findings; this year's resulted in only four. The findings are as followed: One-Stop Certification Criteria, Medical Record Confidentiality, updated citations, and Adult participant incorrectly enrolled as Dislocated Worker. The State will be reviewing the entire policy manual. The manual will be provided to all board members well before the next meeting in May.

Key Performance Indicators (K.P.Is.)

The WorkSource team has worked with the board to develop Key Performance Indicators (K.P.I.). This quarter, benchmarks have been added to the K.P.I. Report for each committee based on the goals that have been defined. Each quarter, the board will be able to see how each committee has an impact on the work being done.

Regional Leadership

ATLWorks.org is now live. In August 2019, the LWDB voted to allocate funds to the campaign under the condition that the scope of work must be presented before spending any funds. The scope of work for the marketing campaign and the RFP has been awarded. The finance committee will evaluate the total expenses to be paid by WorkSource Fulton and will provide input at the next quarterly meeting.

8. Chairperson Report

Chairperson Macke provided the Chairperson's Report and expressed the committees are where the bulk of the work is done. At the last meeting, each member was provided a Board Commitment Form

to solidify an individual commitment to full engagement on the LWDB. There is a need for increased participation on each committee. Participation is tracked, and follow up will be taking place.

9. Metro Atlanta Economic Mobility Presentation

S. Flesher, Founder of the Endurance Project Management, provided a report highlighting economic mobility data.

10. Closing Remarks and Adjournment

The next meeting is scheduled for May 19th at the Federal Reserve Bank of Atlanta. Meeting adjourned by Chairperson Macke at 9:16 A.M.

DRAFT

Fulton



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KEY PERFORMANCE INDICATORS

May 19, 2020

KEY PERFORMANCE INDICATORS

Program Year 19: 7/2019 – 6/2020

Committee Benchmark Measures

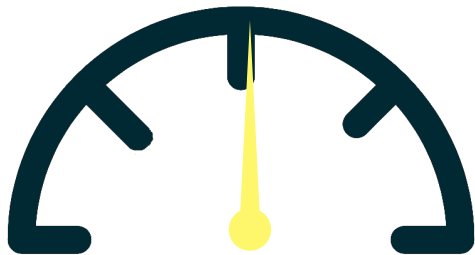
Performance and Accountability			
Strategic Partnerships and Outreach			
Finance			
Youth			

KEY PERFORMANCE INDICATORS

Program Year 19: 7/2019 - 6/2020

Performance and Accountability Committee

Understand and Act
on Responsibilities

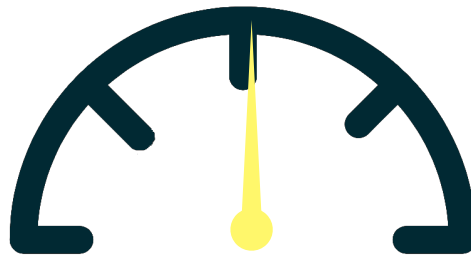


Behind Measure

77% of Targets

Previous Quarter 72%

Identify and Measure
Relevant Outcomes



Behind Measure

1/11 Measures
Behind Target

Previous Quarter 3/11

Reliable and Timely
Reporting of Information



Off Target

1 Quarter(s) with
Timely Exits

Previous Quarter 0

KEY PERFORMANCE INDICATORS

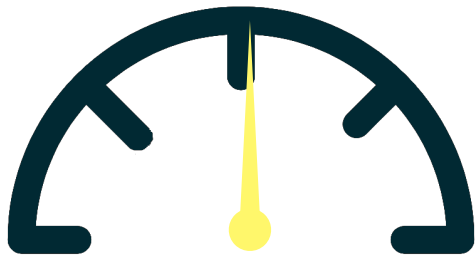
Program Year 19: 7/2019 – 6/2020

Strategic Partnerships and Outreach Committee

Develop an Inventory of Existing Partnerships

Gather Data on Existing Outcomes

Initiate One New Partnership



Behind Measure



Off Target



On Track

KEY PERFORMANCE INDICATORS

Program Year 19: 7/2019 - 6/2020

Finance Committee

Leverage Funds to
Maximize Impact on
Participant Earnings



\$11,462

Adult Earnings Change
Previous Quarter: \$25,260

Ensure Sustainability
of Funds by Balancing
Operating and
Program Costs



33%

Operating Costs
Previous Quarter: 35%

Ensure Timely
Expenditure of
Grant Funds



>75%

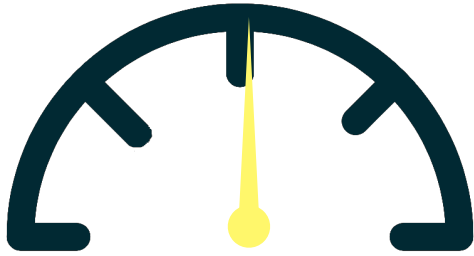
Funds Expended
Previous Quarter: 50%

KEY PERFORMANCE INDICATORS

Program Year 19: 7/2019 - 6/2020

Youth Committee

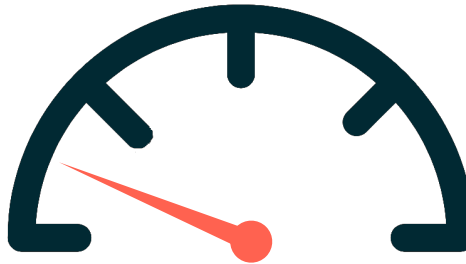
Enhance Educational Opportunities for Youth by Expanding Committee Membership



Behind Measure

0 CBO's Added
Previous Quarter: N/A

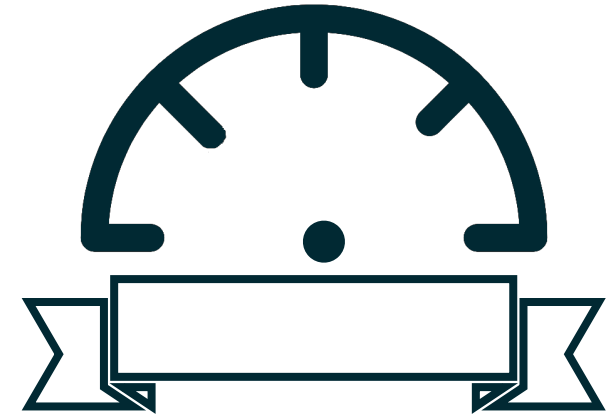
Identify Issues Affecting Youth and Provide Workshops to Support



Off Target

0 Workshops Held
Previous Quarter: 0

Provide Youth with Access to Meaningful Work Experience Opportunities



On Hold Pending
COVID Recovery Plan

KEY PERFORMANCE INDICATORS

Program Year 19: 7/2019 – 6/2020

Benchmark Measures

Return on Investment



Percent Employed in Training



Training Completion Rate



Length of Service Time



KEY PERFORMANCE INDICATORS

Program Year 19: 7/2019 – 6/2020

Benchmark Measure: Return on Investment



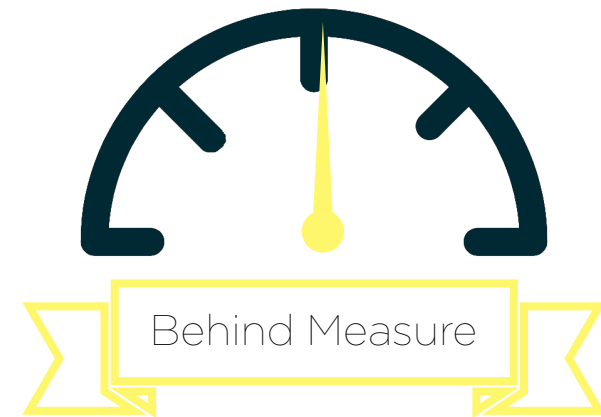
Cobb County

\$2.75



Fulton County

\$2.50



Mecklenburg County

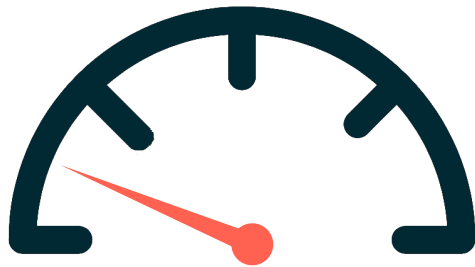
\$1.92

Benchmark: State Return on Investment \$2.29

KEY PERFORMANCE INDICATORS

Program Year 19: 7/2019 - 6/2020

Benchmark Measure: Percent Employed in Training



Off Target

Cobb County

19%

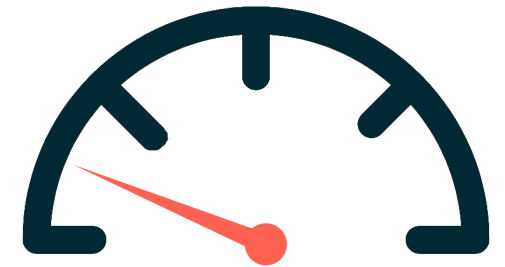


On Track

Fulton County

50%

Previous Quarter: 0%



Off Target

Mecklenburg County

5%

Benchmark: Percent of Job Seekers
Employed in the Same Industry as Training

KEY PERFORMANCE INDICATORS

Program Year 19: 7/2019 – 6/2020

Benchmark Measure: Training Completion Rate



On Track

Cobb County

86.6%

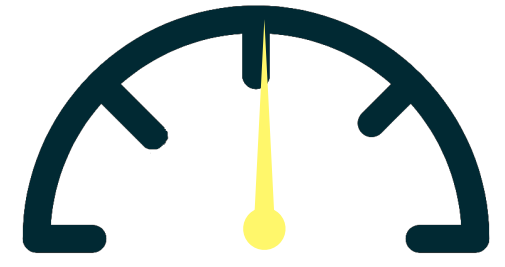


On Track

Fulton County

81.7%

Previous Quarter 44%



Behind Measure

Mecklenburg County

66.5%

Benchmark: Percent of Job Seekers
Completing Training Program
Statewide: 80.1%

KEY PERFORMANCE INDICATORS

Program Year 19: 7/2019 - 6/2020

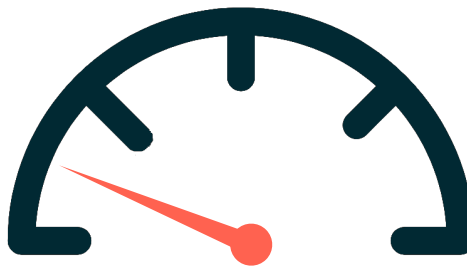
Benchmark Measure: Length of Service Time



On Track

Cobb County

68 Weeks



Off Target

Fulton County

112 Weeks



On Track

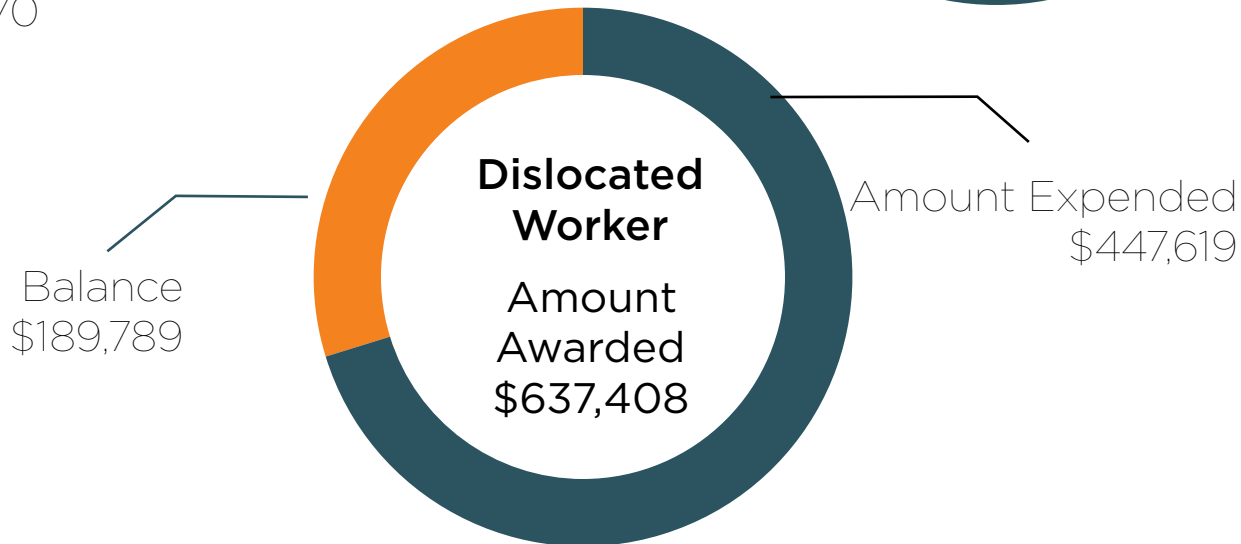
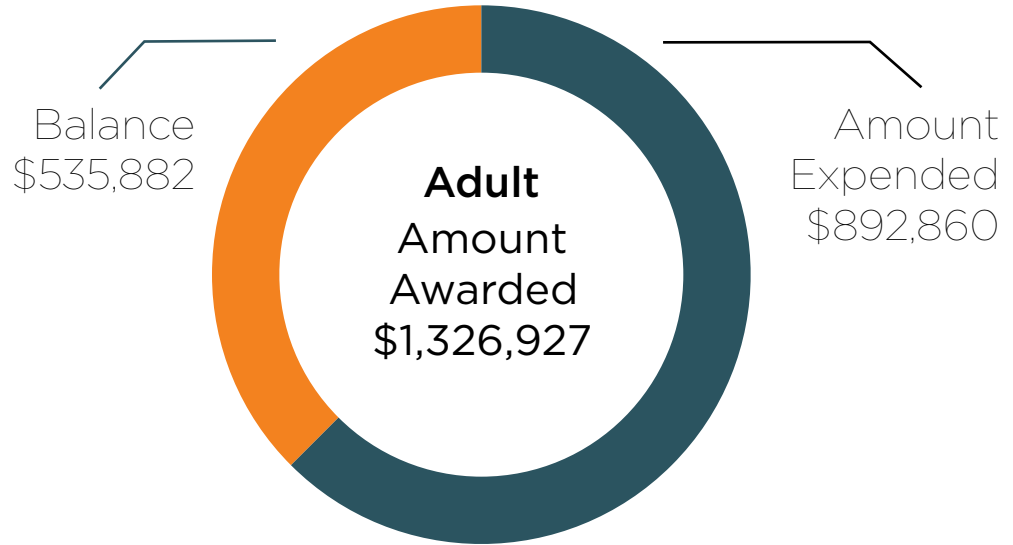
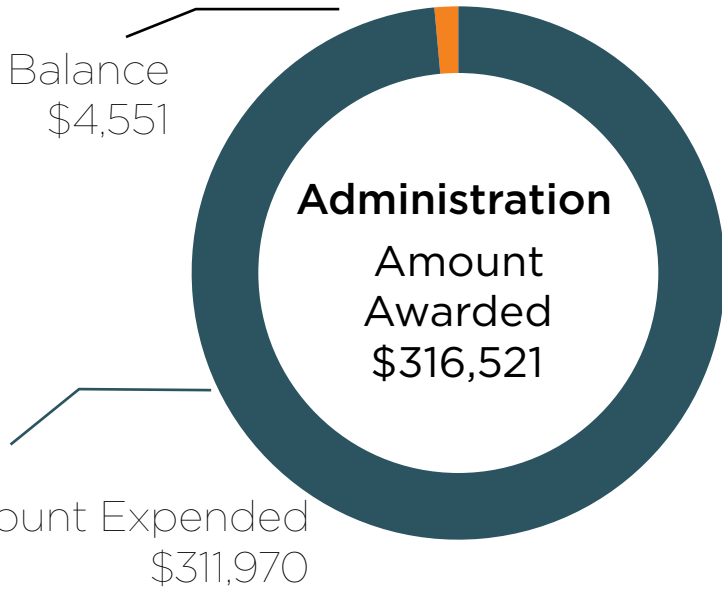
Mecklenburg County

56 Weeks

Benchmark: Number of Weeks Between
Enrollment and Exit
Statewide: 69 Weeks

KEY PERFORMANCE INDICATORS

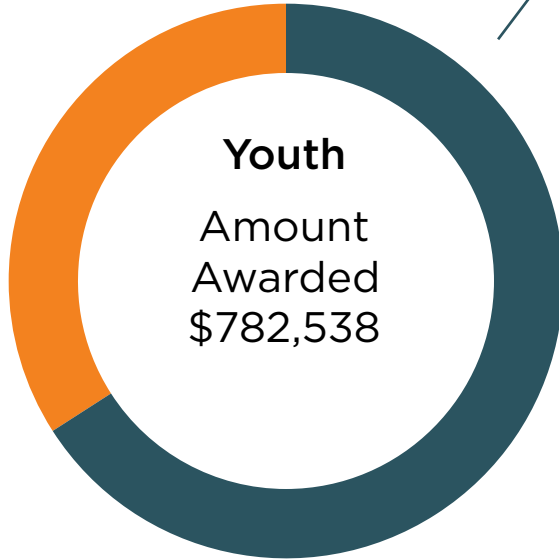
Funds Expiring June 2020



KEY PERFORMANCE INDICATORS

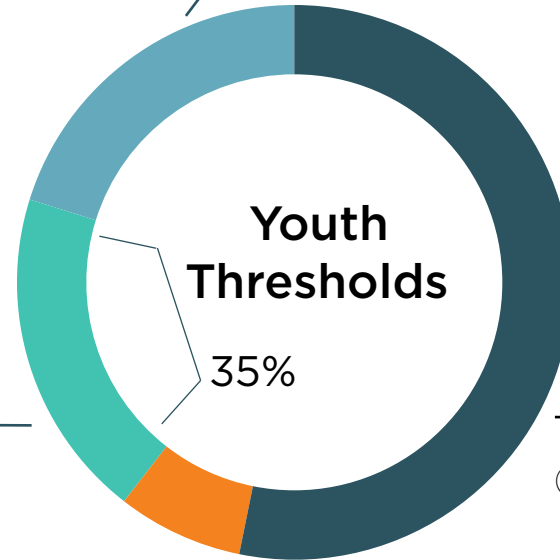
Funds Expiring June 2020

Balance
\$266,781



Amount Expended
\$515,757

Flex Available
\$195,635



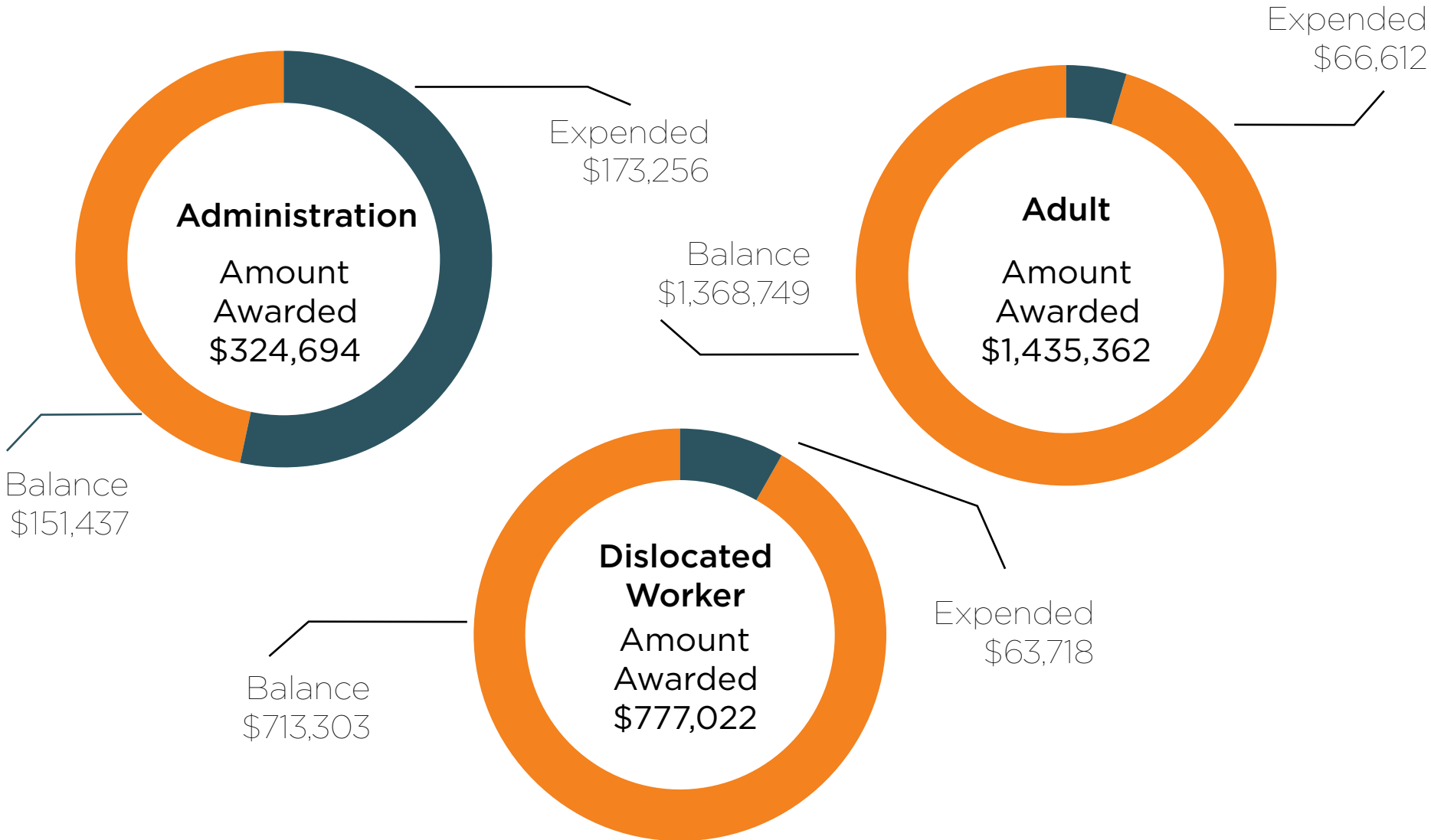
Work Experience Expended
\$187,178

Out of School Remaining
\$71,148

Out of School Expended
\$515,757

KEY PERFORMANCE INDICATORS

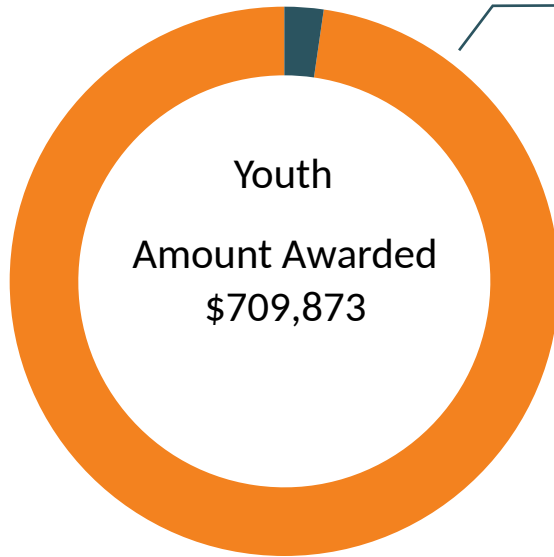
Funds Expiring June 2021



KEY PERFORMANCE INDICATORS

Funds Expiring June 2021

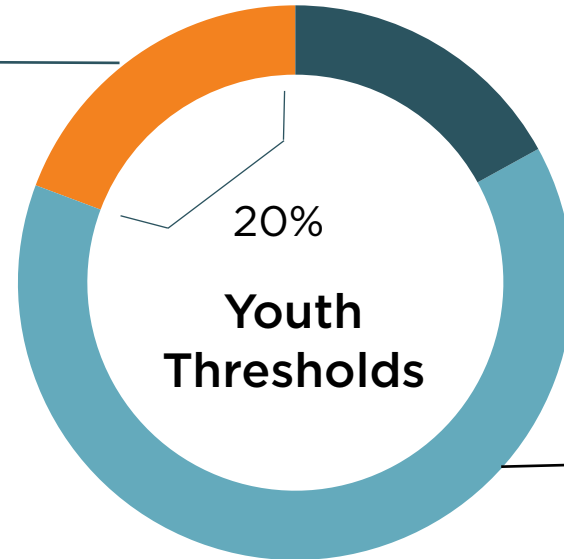
Balance
\$693,583



Amount
Expended
\$16,290

Flex
Available
\$161,179

Work
Experience
Remaining
\$141,975



Out of
School
Remaining
\$532,405

Fulton



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WorkSource Fulton Policies & Procedure Manual

Revised May 19, 2020

WorkSource Fulton

“Placing Quality People in Quality Jobs”

WorkSource Fulton (WSF) is a One-Stop system which provides high quality services to Fulton County Residents. The One Stop System creates a seamless system of service delivery that enhance access to programs and services as well as improve the long-term employment outcomes of individuals receiving services.

In order to achieve this WorkSource Fulton receives technical guidance from the Technical System of Georgia, Office of Workforce Development “TCSG OWD”, as well as adheres to and administers County, State, and Federal policies and procedures.

WorkSource Fulton is part of the collaboration of Metro Atlanta LWDBs which includes the five Metro Atlanta area boards (Atlanta Regional Commission, Atlanta, Cobb, DeKalb) known as WorkSource Metro Atlanta.

This policy and procedure manual is a living document, as such policies and procedures may be updated at any time during the program year. This document provides administrative, financial and programmatic guidance for administrating WIOA services through WorkSource Fulton.

Table of Contents

CHAPTER 1 ONE-STOP DELIVERY SYSTEM	5
1.1 ONE-STOP	6
1.1.2 RESOURCE ROOM.....	6
1.1.3 WORKSOURCE GEORGIA BRAND.....	7
1.2 ONE-STOP OPERATOR	7
1.2.2 MEMORANDA OF UNDERSTANDING AND RESOURCE SHARING AGREEMENT	10
1.3 ONE STOP CERTIFICATION	10
1.4 MOBILE WORKFORCE CENTER “MWC”	11
CHAPTER 2 ELIGIBILITY	13
2.1 PRIORITY OF SERVICE	14
2.2 DETERMINING ELIGIBILITY	15
2.2.1 ADULT AND DISLOCATED WORKER PARTICIPANT ELIGIBILITY.....	15
2.2.2 WIOA YOUTH ELIGIBILITY REQUIREMENTS.....	20
2.3 INCLUSIONS AND EXCLUSIONS FOR DETERMINING FAMILY INCOME 26	
2.4 SELF-SUFFICIENCY	28
CHAPTER 3 WIOA SERVICES & ACTIVITIES	31
3.1 CAREER SERVICES	32
3.1.2 CAREER CENTER ORIENTATIONS.....	33
3.2 YOUTH SERVICES	33
3.3 CASE MANAGEMENT	35
3.3.1 ELECTRONIC CASE MANAGEMENT.....	35
3.4 CUSTOMER SERVICE PLAN INDIVIDUAL EMPLOYMENT PLAN (IEP/ISS) 36	
3.5 CASE FILE REVIEW	36
3.6 TERMINATION OF SERVICES FILE CLOSURE	36
3.7 ADULT, DISLOCATED WORKER, & YOUTH REGISTRATION	36
3.8 EXITS – ADULT, DISLOCATED AND YOUTH	36
3.9 FOLLOW-UP SERVICE ADULT, DISLOCATED AND YOUTH	37
3.10 SUPPORTIVE SERVICE	37
3.6.1 Needs Related Payments (NRP’s) Adults & Dislocated Workers.....	41
3.6.2 DISASTER AND EMERGENCY SUPPORTIVE SERVICES.....	42
CHAPTER 4 TRAINING SERVICES	44

4.1	WIOA TRAINING ACTIVITIES	45
4.1.2	MONITORING OF PROVIDERS	45
4.1.3	PROVIDER PAYMENT	46
4.1.4	TERMINATION OF PROVIDERS ELIGIBILITY.....	47
4.2	INDIVIDUAL TRAINING ACCOUNT (ITA)	50
4.2.1	TRAINING SERVICES PRE- VOCATIONAL INTENSIVE SERVICES (PVIT).....	54
4.3	YOUTH INCENTIVE POLICY	55
4.4	ON-THE-JOB TRAINING	56
4.5	CUSTOMIZED JOB TRAINING	58
4.6	INCUMBENT WORKER TRAINING	59
4.7	WORK EXPERIENCE	62
CHAPTER 5	DATA AND INFORMATION	64
5.1	DATA VALIDATION	65
5.2	CASE FILE CONTROL - SUBMITTING AND RETURNING FILES FOR REVIEW 65	
5.3	CUSTOMER SATISFACTION SURVEY	67
5.4	SECONDARY REVIEW AND RECONCILIATION OF PAYMENT INFORMATION	68
CHAPTER 6	ADMINISTRATION	69
6.2	GENERAL COMPLAINT	70
6.2.1	CONFIDENTIALITY OF HEALTH INFORMATION	73
6.2.2	PROTECTION OF PERSONALLY IDENTIFIABLE INFORMATION (PII)	74
6.3	SUBRECIPIENT MONITORING	75
6.4	SANCTIONS	77
6.5	DISASTER RESPONSE AND COORDINATION	83
CHAPTER 7	FINANCIAL AND GRANT MANAGEMENT	83
7.1	COST PRINCIPLES	84
7.2	TIME ALLOCATION CERTIFICATION	84

CHAPTER 1 ONE-STOP DELIVERY SYSTEM

1.1 ONE-STOP

WIOA creates a comprehensive workforce investment system known as the One-Stop Delivery System under which entities are responsible for administering separate workforce development, educational, and other employment service programs. The One-Stop Delivery System creates a seamless system of service delivery that will enhance access to the programs and services as well as improve the long-term employment outcomes of individuals receiving services.

The Career Centers are located strategically within Fulton County and offer Basic (Self-Directed/Staff Assisted), Intensive (Individualized/Staff Assisted) Career Services as well as Training Services to its customers. These services are provided on the campus of the Career Centers through referral to a Workforce Innovation and Opportunity Act (WIOA) mandated partner or other not limited to: Department of Labor, Job Corps and Vocational Rehabilitation Services.

1.1.2 RESOURCE ROOM

The Resource Room shall be available to individuals, who are Adults, Dislocated Workers or Youth through the One-Stop-Delivery System and shall at a minimum, include basic career services listed in *20 CFR § 678.305* and *20 CFR § 678.430*.

Upon application, an individual will receive at minimum one Basic Career services to include access to the Career Center Resource Room. This policy is extended to anyone desiring the use of career services regardless of WIOA eligibility (open for the public use for employment services).

For all Career Services staff will:

- A. Ensure customers sign into the facility and complete Intake.
- B. Provide a general overview of the services available in the center.
- C. Ensure customers have access to all available resource, ADA equipment, job postings, On Site Recruitment information, etc.
- D. Direct the customer to the Resource Area for access to computer, fax, etc.
- E. Direct customer(s) to appropriate job readiness workshop(s)
- F. Direct customer to the appropriate Center Partner for additional services, if required,
- G. Schedule the customer for Orientation.

Any individual abusing Resource Room privileges such as conducting unauthorized business, using the internet for subjects unrelated to work search or professional development, will be denied access to state computers and future use of the Resource Room.

1.1.3 WORKSOURCE GEORGIA BRAND

The official unified brand of Georgia’s workforce system is WorkSource Georgia.

The Fulton County Local Workforce Development Board has adopted the WorkSource Georgia brand under the name WorkSource Fulton. Additionally, when partnering with the other metro Atlanta boards, regional activities are leveraged using the WorkSource Metro Atlanta brand.

1.2 ONE-STOP OPERATOR

The One-Stop Operator is responsible for general operation of the One-Stop Center as required in *29 U.S.C. § 2864 (c)(2)(A)*, *20 CFR § 463.620(a)*, and *20 CFR § 361.620(a)*. Overall operation of the One-Stop Center includes entering into agreements with the partners collocated in the center; cost allocation plan(s); service mix and flow; planning and monitoring center operations; and coordination with other service providers in the service area.

The One-Stop Operator is also responsible for developing a strategic operations or business plan for the center including the development of a common mission and goals. The One-Stop Operator should ensure that the center is guided by customer needs, customer satisfaction, and customer success.

The One-Stop Operator must ensure that the core services specified in *U.S.C. § 2864 (d)(2)* are provided at the center and provide access to the other activities, and that programs provided under WIOA by the mandatory partner programs are available in the area. The One-Stop Operator must ensure that the One-Stop Center and services are accessible to all customers including individuals with disabilities.

The Fulton Local Workforce Development Board (LWDB) will competitively procure a one-stop operator to complete the functions in *20 CFR § 678.620* including:

- a) Coordinating service providers across the one-stop delivery system,
- b) being the primary provider of services within the center,
- c) providing some of the services within the center,
- d) Or coordinating service delivery in a multi-center area, which may include affiliated sites.
- e) The competition for a one-stop operator must clearly articulate the role of the one-stop operator.

The one-stop operator may not perform the following functions:

- a) Convene system stakeholders to assist in the development of the local plan;

- b) prepare and submit local plans;
- c) be responsible for oversight of itself;
- d) manage or significantly participate in the competitive selection process for one-stop operators;
- e) select or terminate one-stop operators, career services, and youth providers;
- f) negotiate local performance accountability measures;
- g) or develop and submit budget for activities of the Local WDB in the local area.

One-Stop Partners

A. Required partners are:

1. Programs authorized under Title I of WIOA serving Adults, Dislocated Workers, Youth, and Veterans, as well as Job Corps, Native American programs, and migrant and seasonal farm worker programs,
2. Programs authorized under the Wagner-Peyser Act,
3. Adult education and literacy activities authorized under Title II of WIOA,
4. Programs authorized under parts A and B of Title I of the Rehabilitation Act,
5. Welfare-to-Work programs authorized under the Social Security Act,
6. Senior Community Service Employment Program (SCSEP) activities authorized under Title V of the Older Americans Act of 1965 Postsecondary vocational education authorized under the Carl D. Perkins Vocational and Applied Technological Education Act,
7. Trade Adjustment Assistance and NAFTA Transitional Adjustment Assistance authorized under the Trade Act of 1974,
8. Local veterans' employment representatives and disabled veterans outreach programs,
9. Employment and training activities under the Community Services Block Grant (CBG),
10. Employment and training activities of the Department of Housing and Urban Development (HUD),
11. Programs authorized under State unemployment compensation laws.

B. Optional partners may include:

1. Temporary Assistance to Needy Families authorized under the Social Security Act (TANF),

2. Employment and training programs authorized under the Food Stamp Act of 1977,
3. Work programs authorized under the Food Stamp Act of 1977,
4. Programs authorized under the National and Community Service Act of 1990,
5. Other appropriate federal, state, or local programs.

1.2.2 MEMORANDA OF UNDERSTANDING AND RESOURCE SHARING AGREEMENT

A Memorandum of Understanding and Resource share agreement will be developed and executed between the WorkSource Fulton Board, the chief elected official, and the One-Stop Partners relating to the operation of the WorkSource Fulton Career Centers.

A fully executed and current Memorandum of Understanding (MOU) and Resource Sharing Agreement (RSA) will be maintained with each Workforce Innovation and Opportunity Act mandated partner of WorkSource Fulton.

Three (3) months prior to the expiration of the current MOU and RSA in effect with each Workforce Innovation and Opportunity Act (WIOA) mandated partner, WorkSource Fulton will submit a written request for information that will be used in updating the MOU and RSA to the mandated partner.

The request will include a blank RSA “Checklist” and RSA “Financial Data Sheet” for each partner to complete.

Partners will be requested to complete and return the information within thirty (30) working days.

A second letter of request will be sent to those partners not responding with a deadline of submission of two (2) weeks.

A telephone call will be made to any partner not responding to the second requests. Based on the information provided by each partner, a MOU will be developed which will include an original RSA “Check List” and, where appropriate, RSA “Financial Data Sheet” and appropriate signatures will be obtained.

A copy of the fully executed MOU and RSA’s will be mailed to the respective partners.

The original MOU’s and RSA’s will be housed at the WorkSource Fulton Administrative Offices.

1.3 ONE STOP CERTIFICATION

WorkSource Fulton will ensure that the current certification process can be supplemented to verify that at a minimum, the One Stop Delivery System has made each of the programs, services and activities described in *20 CFR § 678.600* available in no less than one physical center in each local area.

The One Stop re-certification process shall take place every two (2) years. A comprehensive One Stop re-certification process, to be conducted by the Fulton LWDB,

as outlined in the *20 CFR §678.800* will be completed following the issuance of State criteria by the State Workforce Development Board.

1.4 MOBILE WORKFORCE CENTER “MWC”

The Mobile Workforce Center (MWC) is a moving extension of the One Stop Center, which offers a wide array of employment, reemployment and employer services directly in the community. The MWC enhances partnership collaborations with a variety of entities. The MWC may be certified as an affiliate site.

- A. The Mobile Career Center is a self-contained vehicle equipped with state-of-the-art telecommunications equipment capable of being deployed inside or outside of the vehicle.
- B. WorkSource Fulton personnel accompany the Mobile Workforce Center and are available to provide the necessary career counseling to support potential program participants and enhance their opportunities for success.
- C. The Mobile Career Center is ADA accessible with a working wheelchair ramp providing access for those with limited mobility.
- D. Use of the MWC in the community increases visibility and awareness of WorkSource Fulton programs, eliminating transportation barriers, while offering a variety of services to meet the individual needs of each job seeker in a specific community or municipality.
 1. This strategy allows for increased assistance to job seekers by providing programs and services offered by WIOA in an offsite location convenient to potential customers, organizations, and employers seeking employment or training assistance.
 2. The MWC will target and focus on municipalities with high unemployment rates, as well as high poverty and crime levels. These issues are predominantly concentrated in the South Fulton part of Fulton County. However, the MWC will also provide workforce services within all areas of Fulton County that lack permanent workforce centers or face an unusually high demand for workforce assistance due to mass layoff, business closure, natural disasters or demographic shift.
- E. In order to request use of the “MWC” the requester must submit the following:
 1. A written request to the Division Manager, Programs Manager or Designee,
 2. Request must include the following:
 - a) Name and Type of event,
 - b) Date, Time and Location,
 - c) WIOA Priority Population served during the event.

3. The Division Manager, Programs Manager or Designee will respond with confirmation of attendance of the “MWC” within seven (7) business days.
4. There may be an “exception” to the response time contingent upon prior requests and/or cancellations.

CHAPTER 2 ELIGIBILITY

2.1 PRIORITY OF SERVICE

- A. Priority for adult services must be given to recipients of public assistance or other low-income individuals, with added priority for veterans and individuals who are basic skills deficient. Priority applies regardless of funding levels. Individualized career services and training services must be given on a priority basis, regardless of funding levels, to:
 - a) Public assistance recipients and other low-income adults; and
 - b) Individuals who are basic skills deficient.
- B. Priority of service is not an eligibility criterion. Priority of service is a means to ensure emphasis providing services to the WIOA Priority populations.
- C. . Priority must be provided in the following order:
 - 1. First, to Veterans and eligible spouses who are also recipients of public assistance, are low income individuals, or who are basic skills deficient. Military earnings are not to be included as income for Veterans and transitioning service members.
 - 2. Second, individuals who are not Veterans or eligible spouses who meet WIOA priority criteria.
 - 3. Third, to Veterans and eligible spouses who are not included in WIOA's priority groups.
 - 4. Last, to individuals outside the groups given priority under WIOA.

D. LOW INCOME INDIVIDUALS

An individual who meets any one of the following criteria satisfies the low-income requirement for WIOA services:

- 1. Receives, or in the past six months has received, or is a member of a family that is receiving, or in the past six months has received, assistance through SNAP, TANF, or the Supplemental Security Income (SSI) program, or state or local income-based public assistance;
- 2. Receives an income or is a member of a family receiving an income that, in relation to family size, is not in excess of the current combined U.S. Department of Labor (USDOL) 70 percent Lower Living Standard Income Level.
- 3. Is a homeless individual, as defined in § 41403 (6) of the Violence Against Women Act of 1994, or a homeless child or youth as defined in § 725 (2) of the McKinney-Vento Homeless Assistance Act.
- 4. Receives or is eligible to receive a free or reduced-price lunch under the NSLA
- 5. Is a foster youth, on behalf of whom state or local government payments are made; or
- 6. Is an individual with a disability whose own income meets WIOA's income requirements, even if the individual's family income does not meet the income requirements of the income eligibility criteria for payments under any federal, state, or local public assistance program

E. BASIC SKILLS DEFICIENT

An individual who is unable to compute or solve problems, read, write, or speak English at a level necessary to function on the job, in the individual's family, or in society satisfies the basic skills deficient requirement for WIOA adult services. In assessing basic skills, WSF utilizes assessment instruments that are valid and appropriate for the target population and provides reasonable accommodation in the assessment process, if necessary, for individuals with disabilities. Allowable assessments include those approved by TCSG OWD for the purposes of determining basic skills.

At minimum a person scoring at an 8th grade level or below is considered Basic Skill Deficient.

2.2 DETERMINING ELIGIBILITY

Staff will determine eligibility for all participants seeking Workforce Investment Opportunity Act (WIOA) funded employment related activities, supportive services and/or training services.

Customers must meet basic WIOA Eligibility and specific program funding eligibility (Adult, Dislocated Worker or Youth). Basic eligibility would include: Age, US Citizenship or Naturalization, and Selective Service registration.

Staff shall determine participant eligibility and service category prior to the first scheduled Individualized Services appointment with participant and assigned advisor.

1. Staff will ensure that the participants meet WIOA Basic Eligibility Requirement and are WIOA eligible for Adult, Dislocated Worker, or Youth based on the criteria with acceptable documentation (see data validation guide).
2. Ensure the participant is able to participate in the identified intensive service or program.
3. Eligibility must be documented for every category of eligibility in the case file and in the WorkSource Georgia Portal.
4. Staff will ensure that the participants' status of eligibility is documented in the case file and in WorkSource Georgia Portal.
 - A. If a participant is eligible staff will enter participant into Basic Career Services.
 - B. If a participant is ineligible staff will advise participant via letter of ineligibility and refer them to Career services, or other referral agencies services.

2.2.1 ADULT AND DISLOCATED WORKER PARTICIPANT ELIGIBILITY

1. To be eligible to receive WIOA services as an adult in the adult and dislocated worker programs, an individual must:
 - a) be 18 years of age or older;
 - b) be a citizen or noncitizen authorized to work in the United States; and
 - c) meet Military Selective Service registration requirements (males who are 18 or older and born on or after January 1, 1960, unless an exception is justified).
2. Additional Requirements for Adults.

- a) Adults must be either unemployed or underemployed.
 - b) Individuals who are underemployed include persons who are employed less than full-time and are seeking full-time employment; are employed in a position not commensurate with the individual's demonstrated level of educational attainment and skills; are working full time and meet the LWDB definition of self-sufficiency; or are employed, but whose current job earnings are not sufficient compared to their previous earnings.
3. Additional Eligibility Requirements for Dislocated Workers.
- a) A dislocated worker is an individual who meets one of the following five sets of criteria:
 - i. The individual:
 - a) has been terminated or laid off through no fault of their own, or has received a notice of termination or layoff from employment;
 - b) is eligible for or has exhausted entitlement to unemployment compensation or has been employed for a duration sufficient to demonstrate attachment to the workforce but is not eligible for unemployment compensation due to insufficient earnings or having performed services for an employer that was not covered under a state's UI law; and
 - c) is unlikely to return to a previous industry or occupation.
 - ii. The individual:
 - a) has been terminated or laid off through no fault of their own or has received a notice of no-fault termination or layoff from employment as a result of any permanent closure of, or any substantial layoff at a plant, facility, or enterprise;
 - b) is employed at a facility at which the employer has made a general announcement that such facility will close within 180 days; or
 - c) for purposes of eligibility to receive services other than training services, career services, or support services, is employed at a facility at which the employer has made a general announcement that such facility will close.
 - iii. The individual was self-employed (including employment as a farmer, a rancher, or a fisherman) but is unemployed as a result of general economic conditions in the community in which the individual resides or because of natural disasters. This includes individuals working as independent contractors or consultants but not technically employees of a firm.
 - iv. The individual is a displaced homemaker, as defined in WIOA § 3 (16). A displaced homemaker is an individual who has been providing unpaid services to family members in the home and who:
 - a) is unemployed or underemployed and experiencing difficulty finding or upgrading employment; and

- b) has been dependent on the income of another family member but is no longer supported by that income; or is the dependent spouse of a member of the Armed Forces on active duty and whose family income is significantly reduced because of a deployment, a call or order to active duty, a permanent change of station, or the service-connected death or disability of the member.
 - v. The individual is a separating service member from the Armed Services with a discharge other than dishonorable, the separating service member qualifies for dislocated worker activities based on the following criteria:
 - a) The separating service member has received a notice of separation (e.g. DD214 or Medical Evaluation Board proceedings) from the Department of Defense or other documentation showing a separation or imminent separation from the Armed Forces to satisfy the termination or layoff eligibility criteria (These documents must meet the requirement that the individual has received a notice of termination or layoff, to meet the required dislocated worker definition);
 - b) The separating service member is eligible for or has exhausted of unemployment compensation for Ex-service members (UCX); and,
 - c) As a separating service member, the individual meets the eligibility criteria that the individual is unlikely to return to a previous industry or occupation in the military (TEGL 19-16).
 - vi. The individual is the spouse of a member of the Armed Forces on active duty who:
 - a) has experienced a loss of employment as a direct result of relocation to accommodate a permanent change in duty station of such member; or
 - b) is unemployed or underemployed and experiencing difficulty finding or upgrading employment.
 - vii. The individual is underemployed, which is defined as:
 - a) A person who was laid off from a previous employer, but has found employment earning wages that are 85% or less of the salary that was paid at the employer of dislocation; and/or
 - b) A person who is in employment that uses significantly less skills or abilities than the job of dislocation and is not commensurate with the individual's demonstrated level of educational attainment.
 - viii. An individual who may have been separated for cause, filed an appeal to UI and was determined to be "no-fault" and eligible for UI (based on that employer's contributions) may be eligible as a dislocated worker.
- 4. In order to be considered as unlikely to return to a previous industry or occupation, an individual must meet at least one of the following criteria:

- a) The individual worked in a declining industry or occupation, as documented on State and locally developed labor market information, such as Georgia Labor Market Explorer, Burning Glass or EMSI. Local high demand, as well as declining occupation, lists must be developed by an appropriate entity, such as the local workforce development board, local Chamber of Commerce, economic development agency, a qualified consultant/educational entity, or other valid public use quality source of labor market information.
- b) The individual has been actively seeking, but unable to find employment in their previous industry or occupation for a period of ninety days or more.
- c) The individual was “separated” from active military duty under conditions other than dishonorable.
- d) The individual is the spouse of an active military member and has experienced a loss of employment as a direct result of relocation to accommodate a permanent change in duty station of the spouse.
- e) Individual worked in an industry or occupation for which there are limited job orders in Georgia Labor Market Explorer at the time of eligibility determination, as documented by the LWDA.
- f) Individual is insufficiently educated and/or does not have the necessary skills for reentry into the former industry or occupation, as documented through an assessment of the individual’s educational achievement levels.
- g) Individual cannot return to their previous industry or occupation because they have physical or other limitations which would prevent reentry into the former industry or occupation, as documented by a physician or other applicable professional (e.g., Psychiatrist, psychiatric social worker, chiropractor, etc.).
- h) Individuals laid off on a temporary basis with a specific return date and/or determined by UI to be attached to an employer (e.g., a leave of absence) do not meet the criteria of unlikely to return to work in a previous industry or occupation.

Note: In order for a customer to move from Basic Services to Individualized Services, the customer must demonstrate they are unable to obtain employment without additional Services. The job search and placement assistance help the individual determine whether he or she is unable to obtain employment, and thus requires more intensive services to obtain employment. There for all customers must submit job search form with disposition of application including labor market research (LMR).

Note: WIOA provides specific eligibility consideration for participants with disabilities. If a participant with a disability proves to be ineligible because of family income, his or her income may be **separated** from the family’s income. For the purposes of income eligibility determination, the participant with a disability may be considered an unrelated individual who is a *family unit of one*, consistent with the definition of low-income individual in 20 *CFR* § 625.

Documentation collected to verify eligibility for the individual with a disability category under economic eligibility and hard-to-serve criteria must be kept confidential in a separate file and should not be used in making any decisions regarding referral to, or placement in, training or employment.

A. *20 CFR § 625* requires that Boards avoid public disclosure of specific customer information that would constitute a clearly unwarranted invasion of personal privacy.

1. Whenever disability information is requested or collected, staff must clearly inform the participant that:

- a) Providing the information is **voluntary**.
- b) The information will be kept confidential as provided by law (see HIPPA Privacy).
- c) Refusal to provide the information will **not** subject the participant to any adverse treatment; and
- d) The information will be used in accordance with the law.

To ensure compliance with federal requirements, WorkSource Fulton Staff, must ask *each* participant (not just those who appear to have a disability) whether he or she chooses to apply as an individual with a disability based on information provided on the WorkSource Fulton Intake Form.

Note: Income Verification

A. Applicant Statements may be used to document family income when the information is unverifiable, or it is unreasonably difficult for the applicant to obtain. When all practical attempts to secure the income verification have failed and an applicant statement is used, detailed documentation in the case file must include the number of attempts and types of attempts (i.e.: phone calls, written requests for information, etc.) completed by the Career Center Staff.

B. **Self-Attestation** {See **USDOL Data Validation Guide for elements that can use self-attestation**} Self-attestation occurs when a participant states his or her status for a particular data element and then signs and dates a form acknowledging this status. In these instances, the state does permit self-attestation as an alternative means of verifying a **limited** number of factors related to the applicant status. The key elements for self-attestation are (1) the participant identifying his or her status for permitted elements, and (2) signing and dating a form attesting to this self-identification.

C. **Self-attestation** is permitted when efforts have been exhausted and it has been determined that the documentation is unavailable and obtaining the documentation will cause undue hardship for the individual. Self-attestation is permitted to document specific items in an application (these are noted in the data validation crosswalk). When self-attestation is used, the applicant must date and sign the document and also obtain copies of the social security cards of all

members in the household. The Printer Friendly Customer Information page on the WorkSource Georgia Portal includes most of those elements where self-attestation is acceptable. It is not related to hardship in providing documentation.

D. Staff will ensure the participants are eligible to participate in Individualized Career Services. Eligibility must be documented in the WorkSource Georgia Portal with verification in the participants' case record file.

E. Low Income verification

1. Economic status (TANF and/or food stamp recipient, child support, SSI benefits, Social Security benefits, letter from shelter/transitional house, etc.), if applicable
2. Priority is given to customer that receive public assistance per WIOA Regulation Subpart F--Priority and Special Populations / 680.600 (a) WIOA states, in section 134(d)(4)(E), that in the event that funds allocated to a local area for adult employment and training activities are limited, priority for intensive and training services funded with title I adult funds must be given to recipients of public assistance and other low-income individuals in the local area.
3. Citizenship
4. Proof of Residency within Fulton County (See Fulton County Residency Policy and Procedure)
5. Family status (size)
6. Proof of Age (must be at least 18)
7. Staff will enter the county of residence, income for both spouse (Husband and wife, if applicable) and family status (number in the household) information into G.W.S. "Low Income Calculator" to determine eligibility for all Adult participants
8. Based on Low Income Calculator results, staff will advise participants of eligibility, and document in WorkSource Georgia Portal case file. The results of the Low-Income Calculator must be printed and placed in the case file and documented in WorkSource Georgia Portal Low Income Calculations are calculated based on gross income verification (see Data Validation Guide).

2.2.2 WIOA YOUTH ELIGIBILITY REQUIREMENTS

WorkSource Fulton staff will determine eligibility for all participants seeking Workforce Opportunity and Innovation Act (WIOA) funded services pursuant to *20 CFR § 625* and establish basic and specific program eligibility criteria.

A. Youth are required to meet basic WIOA eligibility requirements for WIOA-funded services. The participant must be:

1. Between ages 14 through 24.
2. Determined In-School (ISY) or Out of School (OSY)
3. A low-income individual, if applying as ISY (see below)

4. Be a citizen or non-citizen authorized to work in the U.S.
5. Meet Military Selective Service registration requirements (males only); and
6. Be a Fulton County Resident.
7. Within one or more of the following “Barrier “categories:
 - a) Basic skills Deficient
 - b) English language learner
 - c) A youth who is within the age of compulsory school attendance (16 years old), but has not attended school for at least the most recent complete school year calendar semester
 - d) An offender
 - e) Homeless, runaway, in foster care or has aged out of the foster care system, a child eligible for assistance under section 477 of the Social Security Act, or a is in an out-of-home placement.
 - f) Pregnant or a parent
 - g) An individual with a disability
 - h) An offender (has been subject to any stage of the criminal justice process or requires assistance in overcoming artificial barriers to employment resulting from a record of arrest or conviction)
 - i) Requires additional assistance to complete an educational program, or to secure and hold employment (refer to definition) *

B. Low-income requirement for WIOA youth services

1. Receives or is a member of a family that receives cash payments under a federal, state, or local workforce development area (workforce area) income-based public assistance program.
2. Receives food stamp benefits or is a member of a family that receives food stamp benefits or was determined eligible to receive food stamp benefits within the last 26 weeks/6 months.
3. Receives an income or is a member of a family receiving an income that, in relation to family size is not in excess of the Lower Living Standard Income and poverty income guidelines established by the Department of Health and Human Services using the Low Income Calculator in the WorkSource Georgia Portal (See WIOA income inclusions and exclusions attached);
4. Is a homeless individual as defined in the Stewart B. McKinney Homeless Assistance Act, 103 (A) and (C)
5. Is a foster youth* for whom a court order exists and on behalf of whom the state or local government makes; or
6. Is an individual with a disability those own income meets the requirements, even if the individual’s family income does not meet the requirements

Self-Attestation

1. Occurs when a participant states his or her status for a particular data element and then signs and dates a form acknowledging this status. In these instances, the state does permit self-attestation as an alternative means of verifying a **limited** number of factors related to the applicant status.

2. The key elements for self-attestation are (1) the participant identifying his or her status for permitted elements, and (2) signing and dating a form attesting to this self-identification.
3. It is also permitted when efforts have been exhausted and it has been determined that the documentation is unavailable and obtaining the documentation will cause undue hardship for the individual.
4. All reasonable attempts must be made to secure the co-signature of the parent or legal guardian to the WIOA Application and/or Self-Attestation form in the instance where a minor is applying for WIOA services. If there is no parent or legal guardian available, a responsible adult in the life of the minor will have to suffice.
5. A responsible adult (18 or older) can be a family member who has no legal guardianship but provides room and board, a religious person currently familiar with the family history of the minor, a counselor at a homeless shelter, etc.
6. The following youth element is the **only** instance where the **WIOA Application** is a sufficient source for documentation:
 - a) School status at participation/Highest Grade Completed should have signed and dated self-attestation
 - b) Requires additional assistance to complete an educational program, or to secure and hold employment (based on LWDB Approval) *:
 - i. Is an In-School Youth that is off track one or more classes in regard to graduation requirements or is failing one or more classes
 - ii. Lacks necessary support services needed to attend school/training and/or work.
 - iii. Lacks consistent or good work history with employment less than six consecutive months or not more than 30 hours per week with the same employer
7. The following are instances where **self-attestation** is permitted when it has been determined that the documentation is unavailable and obtaining the documentation will cause undue hardship for the individual:
 - a) Homeless individual and/or runaway
 - b) Low Income
 - c) Education Status at Registration
 - d) Youth Offender (Must exhaust other means of obtaining information)
 - e) Pregnant or parenting youth
 - f) Family Size (Must exhaust other means of obtaining information)
 - g) pregnant or parenting youth observation is also listed as a source documentation requirement for this element, in which the advisor would have to document they have observed that the participant is pregnant or parenting in case notes.

I. OUT-OF-SCHOOL YOUTH

The term "out-of-school youth" means an individual who is:

Not attending any school (as defined under state law as a public, private, or home study program that meets requirements under O.C.G.A. § 20-2-690);

NOTE: For purposes of WIOA, USDOL does not consider providers of Adult Education under Title II of WIOA, YouthBuild programs, and Job Corps programs to be schools. Therefore, WIOA youth programs may consider a youth to be *out-of-school* youth for purposes of WIOA youth program eligibility if he/she is attending Adult Education provided under Title II of WIOA, YouthBuild, or Job Corps. ***It is the policy of TCSG, OWD that student attendance at a post-secondary institution qualifies as “attending school” and does not apply to this section.***

B. Not younger than age 16 or older than age 24 at the time of enrollment and one or more of the following:

1. A school dropout.
2. A youth who is within the age of compulsory school attendance but has not attended school for at least the most recent complete quarter or semester. The definition of a quarter or semester is based on how a local school district defines the terms.
3. A recipient of a secondary school diploma or its recognized equivalent who is a low-income individual and is either basic skills deficient or an English language learner.
4. An individual who is subject to the juvenile or adult justice system.
5. A homeless individual (as defined in § 41403 (6) of the Violence Against Women Act of 1994 (42 U.S.C.14043 e-2 (6)), a homeless child or youth (as defined in section 725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434 a (2)), a runaway, in foster care or has aged out of the foster care system, a child eligible for assistance under section 477 of the Social Security Act (42 U.S.C. 677), or in an out-of-home placement;
6. An individual who is pregnant or parenting.
7. A youth who is an individual with a disability.
8. A low-income individual who requires additional assistance to enter or complete an educational program or to secure or hold employment.

II. IN-SCHOOL YOUTH

A. The term "in-school youth" means an individual who is:

1. Attending school (Georgia compulsory education laws require children between the ages of six and 16 to attend school).
2. Not younger than age 14 or (unless an individual with a disability who is attending school under state law) older than age 21 at the time of enrollment; AND
3. A low-income individual who meets one or more of the following criteria:
 - a) An individual who is basic skills deficient. The term "basic skills deficient" means a youth that:
 - b) has English reading, writing, or computing skills at or below the 8th grade level on a generally accepted standardized test; or
 - c) is unable to compute or solve problems, read, write, or speak English at a level necessary to function on the job, in the individual's family, or in society (WIOA § 3 (5))

- d) An English language learner.
- e) An offender.
- f) A homeless individual (as defined in section 41403(6) of the Violence Against Women Act of 1994 (42 U.S.C. 14043 e-2 (6)), a homeless child or youth (as defined in section 725 (2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a(2)); a runaway, in foster care or who has aged out of the foster care system, a child eligible for assistance under section 477 of the Social Security Act (42 U.S.C.677), or in an out-of-home placement;
- g) An individual who is pregnant or parenting.
- h) An individual with a disability.
- i) An individual who requires additional assistance to complete an educational program or to secure or hold employment. The term "requires additional assistance" is defined by local policy.

III. LOW INCOME ELIGIBILITY REQUIREMENT.

All ISY and some OSY must be low income to meet eligibility criteria except those that fall under the low-income exception.

A. A low income individual is an individual who:

1. Receives, or in the past 6 months received, or is a member of a family that is receiving or in the past 6 months has received assistance through the Supplemental Nutrition Assistance Program (SNAP), or the supplemental security income program established under Title XVI of the Social Security Act, or state or local income based public assistance;
2. Is a family with a total income that does not exceed the higher of
 - a) the poverty line, or
 - b) 70 percent of the lower living standard income level.
3. A homeless individual (as defined in section 41403(6) of the Violence Against Women act of 1994 (42 U.S.C. 1403 e-2 (6)), or a homeless child or youth (as defined under section 725 (2) of the McKinney Vento Homeless Assistance Act (42 U.S.C. 11434 a (2));
4. Receives or is eligible to receive a free or reduced-price lunch under the Richard B. Russell National School Lunch Act (41 U.S.C 171 et seq.);
5. A foster child on behalf of whom state or local government payments are made; or
6. Is an individual with a disability whose own income meets the requirements of (2).

B. Special Rule WIOA § 129 (a)(2) – The term low income also includes a youth living in a high poverty area. A high-poverty area is a Census tract, a set of contiguous Census tracts, Indian Reservation, tribal land, or Native Alaskan Village, or county that has a poverty rate of at least 30 percent as set every 5 years using American Community Survey 5-Year data.

Note: Income Verification

Applicant Statements may be used to document family income when the information is unverifiable, or it is unreasonably difficult for the applicant to obtain. When all practical attempts to secure the income, verification have failed and an applicant statement is used, detailed documentation in the case file must include the number of attempts and types of attempts (i.e.: phone calls, written requests for information, etc.) completed by Staff. If using self-attestation, family composition must be verified.

IV. EXCEPTION AND LIMITATION.

- A. Exception for persons who are not low income: in each local area not more than 5% of all youth participants may be persons who are not low income, but who otherwise meet the definition of covered individuals. WIOA § 129 (a)(3)(A)(i) defines a covered individual as any ISY or an OSY who meets all other eligibility requirements and who meets the following conditions:
1. Recipient of a secondary school diploma or its recognized equivalent who is
 2. basic skills deficient or an English language learner, and
 3. An individual who requires additional assistance to enter or complete an
 4. educational program or to secure or hold employment.
 5. Individuals who are not low income must provide documentation (no self-attestation) to prove they are covered individuals.
- B. Limitation: WIOA § 129 (a)(3) further defines that in each local area not more than 5% of the in-school youth may be eligible based on the criteria for requiring additional assistance to complete an educational program or to secure or hold employment.
- C. The above exception/limitation percentages must be calculated on a yearly basis.
- D. In order to reserve youth who do not meet low-income requirement, up to (5) Five Percent of youth enrolled each year may be enrolled based on one of the categories in the Special Rule-5 Percent Eligibility Exemption for WIOA youth.
- E. At the LWDB's discretion, youth who do not meet any of the low-income requirements may receive services under an eligibility exemption in one of the following categories:
1. School Dropout
 2. Basic Skills Deficient
Note: This exemption category is not interchangeable with the Deficient in Basic Literacy Skills youth barrier as they cover different skills.
 3. Behind Grade level
Note: When determining this category, it is necessary to determine the grade level at which the participant should be functioning.
 4. Pregnant or Parenting
 5. Individuals with disabilities (includes learning disabilities)
 6. Homeless or Runaway

7. Offender
8. Faces serious barriers to employment as identified by LWDB Policy
Note: When job seekers do not meet eligibility requirements for any WIOA-funded services; refer them to alternate sources of funding.

***NEEDS ADDITIONAL ASSISTANCE:**

- A. A youth who needs additional assistance to complete an educational program or to secure and hold a job is as described below:
 1. An In-School youth who is off-track one or more classes in regard to graduation requirements or is failing one or more classes.
 2. An Out of School youth who lacks consistent or good work history with employment less than six consecutive months or not more than 30 hours per week with the same employer. AND/OR,
 3. Lacks necessary support services needed to attend school/training and/or work.
 4. Additionally, youth who have a history of independence (emancipated minor) will qualify as a family of one if their own personal income does not exceed the established Federal poverty guidelines.
- B. A Non-Dependent Individual Form should be completed for the following:
 1. Those individuals 16 to 24 years of age not living with a parent or legal guardian and who receive at least 50% of their support from personal income or another individual.
 2. Foster children on behalf of whom state or local government payments are made; and/or
 3. Those individuals who are incarcerated or institutionalized.
 - a) All Youth and Adult income eligibility criteria information must be included in the WIOA Eligibility application.
 - b) Youth dropouts age 17 or under that have not been out of school for three months will be encouraged to return to school or apply G.E.D. while receiving any career and training services through the WIOA Youth Services.

Note: Exceptions may be made when these youth are parents or with the school superintendent's approval in writing explaining the circumstances as to why the applicant had to drop out of school or why the applicant would benefit from the training.

2.3 INCLUSIONS AND EXCLUSIONS FOR DETERMINING FAMILY INCOME

WIOA provides specific criteria for income inclusion and exclusion for the determination of income eligibility for program participation.

Included in Family Income:

- A. Any monetary compensation for services, including wages, tips, salary, compensation, or fees before any deductions
- B. Net receipts from nonfarm self-employment (receipts from a person's own unincorporated business, professional enterprise, or partnership, after deductions for business expense)

- C. Net receipts from farm self-employment (receipts from a farm which one operates as an owner, renter, or sharecropper, after deductions for farm operating expenses)
- D. Regular payments from railroad retirement, strike benefits from union funds, worker's compensation, and training stipends
- E. Unemployment compensation
- F. Child support payments
- G. Alimony (excludes one-time property settlements)
- H. Social Security Old Age and Survivors' Insurance (OASI) benefit payments received under Section 202 of the Social Security Act
- I. Military family allotments (voluntary/automatic deduction from military member's paycheck which is sent home to family members)
- J. Financial assistance from outside of the household – regular payments received from non-household members or absent family members (excludes gifts or sporadic assistance)
- K. Pensions, whether private or government employee (including military retirement pay)
- L. Regular insurance or annuity payments
- M. College or university scholarships (not needs-based), grants (excluding Pell grants), fellowships, and assistantships
- N. Dividends, interest, net rental income, net royalties, periodic receipts from estates or trusts
- O. Net gambling or lottery winnings
- P. Social Security Disability Insurance (SSDI) payments
- Q. Terminal leave pay, severance pay or cash out of accrued vacation leave
- R. Disaster Relief Employment wages
- S. On-the-Job Training (OJT) wages

Not Included in Family Income:

- A. Strike benefits received from union funds
- B. Needs-based scholarship assistance
- C. Financial assistance under Title IV of the Higher Education Act (i.e., Pell Grants, Federal Supplemental Educational Opportunity Grants and Federal Work Study)
- D. Cash welfare payments under a Federal, State or local income based public assistance program (e.g., Temporary Assistance to Needy Families (TANF), Supplemental Security Income (SSI), Refugee Cash Assistance (RCA), General Assistance (GA), Emergency Assistance), and non-federally funded general assistance or general relief money payments)
- E. Foster childcare payments

- F. Non-cash benefits such as employer-paid or union-paid fringe benefits, food or housing received in lieu of wages
- G. Medicare, Medicaid, food stamps, school meals, and housing assistance
- H. Any assets drawn down as withdrawals from a bank; sale of a home, property or car
- I. Capital gains
- J. Income earned while on active military duty and certain other veterans' benefits (i.e., compensation for service-connected disability, family compensation for service-connected death, vocational rehabilitation, and educational assistance)
- K. Allowances received while serving on active duty (cost of living, overseas cost of living, clothing, dislocation, housing, overseas housing, travel, per diem, and subsistence)
- L. Tax refunds, gifts, loans, IRA withdrawals, lump-sum inheritances, one-time insurance payments, or compensation for injury
- M. Allowances, earnings and payments to individuals participating in WIOA programs (except On-the-Job Training wages)
- N. Job Corps payments
- O. Stipends received in the following programs: VISTA, Peace Corps, Foster Grandparents Program, Retired Senior Volunteer Program, and the AmeriCorps Program
- P. National Flood Insurance payments
- Q. The value of food and fuel produced and consumed on farms
- R. The imputed value of rent from owner occupied non-farm or farm housing
- S. Black Lung payments received under the Benefits Reform Act of 1977

Note: When a federal statute specifically provides that income or payments received under such statute shall be excluded in determining eligibility for the level of benefits received under any other federal statute, such income or payments shall be excluded in WIOA eligibility determination.

Youth that do not meet WIOA Youth Eligibility including having one of the five Youth Barriers, can be referred to the WIOA Adult program (must meet WIOA Adult Eligibility and Residency)

2.4 SELF-SUFFICIENCY

The living wage shown is the hourly rate that an individual must earn to support their family, if they are the sole provider and are working full-time (2080 hours per year).

- A. All values are per adult in a family unless otherwise noted. The living wage calculator estimates the living wage needed to support families of twelve different compositions: one adult families with up to three dependent children, two adult families where both adults are in the work force

with up to three dependent children, and two adult families where one adult is not in the work force with up to three dependent children.

- B. The calculator includes estimates for single adult households, two adult households with one adult working, and two-adult households with two adults working. In two adult households with children and one adult working, the second adult is assumed to be providing childcare. Working adults are assumed to be working full-time; work is assumed to be year-round, 40 hours per week for 52 weeks, per adult. The living wage is calculated at the county, metropolitan area, state, regional, and national level. Unless otherwise noted, geographic definitions are consistent with those published by the Office of Management and Budget. Reported national values are calculated as the average (mean) state living wage. WorkSource Fulton utilizes the Living Wage Calculator at <http://livingwage.mit.edu/> to set local “lacks self-sufficiency” standards.
- C. The living wage model is an alternative measure of basic needs. It is a market-based approach that draws upon geographically specific expenditure data related to a family’s likely minimum food, childcare, health insurance, housing, transportation, and other basic necessities (e.g. clothing, personal care items, etc.) costs. The living wage draws on these cost elements and the rough effects of income and payroll taxes to determine the minimum employment earnings necessary to meet a family’s basic needs while also maintaining self-sufficiency.
- D. The living wage model is a ‘step up’ from poverty as measured by the poverty thresholds but it is a small ‘step up’, one that accounts for only the basic needs of a family. The living wage model does not allow for what many consider the basic necessities enjoyed by many Americans. It does not budget funds for pre-prepared meals or those eaten in restaurants. It does not include money for entertainment, nor does it does not allocate leisure time for unpaid vacations or holidays.
- E. Lastly, it does not provide a financial means for planning for the future through savings and investment or for the purchase of capital assets (e.g. provisions for retirement or home purchases). The living wage is the minimum income standard that, if met, draws a very fine line between the financial independence of the working poor and the need to seek out public assistance or suffer consistent and severe housing and food insecurity. In light of this fact, the living wage is perhaps better defined as a minimum subsistence wage for persons living in the United States.

Definition of “Self-Sufficiency”

1. The living wage is defined as the wage needed to cover basic family expenses (basic needs budget) plus all relevant taxes. Values are reported in 2018 dollars. To convert values from annual to hourly, a work-year of 2,080 hours (40 hours per week for 52 weeks) per adult is assumed. The basic needs budget and living wage are calculated as follows: Basic needs budget = Food cost + childcare cost + (insurance premiums + health care costs) + housing cost + transportation cost + other necessities cost Living wage = Basic needs budget + (basic needs budget*tax rate)
2. When an employed registrant is unable to obtain or retain employment that leads to self-sufficiency through the Self-Directed and/or Staff-Assisted service levels and requires

enrollment in the Training Service Level, documentation must be collected to prove the customer's per hour earned wages, including regular overtime, is at or below the living wage.

Acceptable Documentation

1. Collection of one (1) of the following documents is required to establish that an employed low-income or dislocated worker registrant's per hour earned wage, including regular overtime, is at or below the self-sufficiency threshold on the date of enrollment into Intensive Services.
 - a) A current paystub showing per hour earned wages
 - b) A letter from employer substantiating per hour earning

CHAPTER 3 WIOA SERVICES & ACTIVITIES

3.1 CAREER SERVICES

Career services shall be available to eligible individuals as Adults, Dislocated Workers, or Youth and shall receive, at a minimum, all of the basic career services described in the Federal Regulations *20 CFR § 678.430*.

In addition, services described in *20 CFR § 678.430* such as career counseling and the development of an individual employment plan, must be made available if appropriate for an individual to obtain or retain employment. These services are categorized as “Individualized Career Services” in *20 CFR § 678.430*. An individual employment plan is discussed in connection with *20 CFR § 680.180*.

When appropriate for an individual; an individual employment plan or career counseling informed by local labor market information and training provider performance reports often will be appropriate before an individual receives training services.

Staff-assisted career services that go beyond self-service are “individualized” and provided on a one-on one basis or in small groups with the assistance of staff. These services normally are provided after participants have utilized self-services and are tailored to their needs. Basic eligibility determination is required before a job seeker may receive individualized career services.

Career services may also include financial literacy training, provided in accordance with U.S. Department of Labor’s Training and Employment Guidance Letter 2-01.

A. Individualized Career Services listed in WIOA Section 134(c)(2) shall be provided to adults and dislocated workers.

Individualized Career Services are provided by an assigned staff, to customers who have met the eligibility criteria for employment preparation and job searches.

A. The following are Individualized Career Services provided:

1. Case Management and Follow Up Services
2. Comprehensive and specialized assessments
3. Development of a Customer Service Plan (CSP), Individual Service Strategy (ISS), Individual Service Plan (ISP)
4. Individual and career advising
5. Individual Training Account (ITA)
6. Internships/Apprenticeships
7. Referrals to community services/resources
8. Referrals to training
9. Short term courses preparing individuals for exams needed to obtain a license or certification

10. Short term prevocational training
11. Short term specific training not leading to a certificate, diploma, degree or license
12. Supportive Services (see Supportive Service Policy and Procedure)
13. Work Experience
14. Youth Only (Youth are also eligible for services 1-13 above):
 - a) Career Apprenticeship
 - b) Citizenship Training
 - c) Community and Service-Learning Projects
 - d) Counseling (Alcohol Abuse, Drug Abuse, or specific need of youth based on ISS)
 - e) Leadership Development
 - f) Life Skills
 - g) Mentoring
 - h) Positive Social Behaviors
 - i) Remediation – Tutoring

*WIOA Section 129C2 (681.410) (681.420) (681.430)

WorkSource Fulton Staff will schedule an appointment with the customer to prepare a Customer Service Plan (or Individual Service Strategy) which is monitored by helping to eliminate employment barriers until the customer has found either gainful employment or is referred into a training program.

3.1.2 CAREER CENTER ORIENTATIONS

Orientations will be hosted in each of the Fulton County One Stop Career Centers in order to give customers an overview of services provided by career centers.

Orientations will be hosted, at a minimum, once a month (if caseloads permit) to provide an overview on all Workforce Development services available to customer(s). The preferred preferences are to host orientation weekly or bi-weekly.

3.2 YOUTH SERVICES

Career and training services are provided by WorkSource Fulton Staff, eligible training providers or a mandated partner to participants who have met the eligibility criteria for individual training accounts (including career pathways employment preparation), career development, job readiness and work experience opportunities.

A. The following are youth services available upon completion of eligibility:

1. Case Management
 2. Comprehensive and specialized assessments
 3. Development of a Client Service Plan (CSP), Individual Service Strategy (ISS), or Individual Service Plan (ISP)
 4. Individual and group career advising
 5. Entrepreneurial Trainings and Opportunities
 6. Post-secondary education transitional activities
 7. Occupational skill trainings
 8. Labor Market and employment information about in-demand industry sectors and occupations within the local area
 9. Internships/Apprenticeships
 10. Referrals to community services/resources, counseling and trainings
 11. Leadership development opportunities
 12. Short term courses preparing individuals for exams needed to obtain a license or certification
 13. Tutoring, study skills training, and recovery strategies leading to the completion of a secondary diploma or equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or a recognized post-secondary credential.
 14. Alternative secondary school services, or dropout recovery services
 15. Short term specific training not leading to a certificate, diploma, degree or license
 16. Supportive Services (see Supportive Service Policy and Procedure)
 17. Work Experience (Paid/Unpaid)
 18. Financial literacy education
 19. Adult mentoring for a duration of at least 12 months
 20. Follow-up services for no less than 12 months
- B. Client must have completed a WorkSource Georgia Portal account, attend Fulton County's WIOA Orientation, and submit the following documents:
1. Office of Workforce Development Client Intake Form (Green Intake for all veterans)
 2. Signed EEO/ Grievance form
 3. Current Resume if available
 4. Completed and signed drug screen and Background Waiver/Consent Forms
 5. Documents to validate eligibility
 6. GCIS, MyNextMove, Money Matters, and TABE results

7. Veterans and Qualifying Spouse and/or Dependents Only:
 - a) DD214 (must indicate other than dishonorable discharge)
 - b) If applying as a spouse or dependent of a veteran, must show proof of relationship
 - c) Proof of Fulton County Residency (See Fulton County Residency Policy and Procedure)
 - d) Work Eligible (citizenship or registered alien
 - e) Resource Room Acknowledgement Form
 - f) Citizenship/ Immigration Form (O.C.G.A.j50-36-1(e)(2) Affidavit)
 - g) Only Males: Provide verification of selective services registration (www.sss.gov)
 - h) Georgia Vocational Rehabilitation Agency (GVRA) Vocational Rehabilitation letter/statement, if applicable
 - i) Proof of Income (See WIOA Adult and/ or Youth Eligibility Policy and Procedure)
 - j) Proof of Dislocation (See WIOA Dislocated Worker Eligibility Policy and Procedure)

3.3 CASE MANAGEMENT

The WorkSource Georgia Portal is utilized to document participant case notes. The first Contact must be made within a five (5) day period of the assignment to the caseload and documented in the WorkSource Georgia Portal within two (2) business days of contact on all active customers. The case file is organized using the Case Record Organization Checklist (CROC).

- A. Acceptable methods of contact include but are not limited to e-mail, telephone, certified letter, or face-to-face.
- B. Unsuccessful contact does not count as an identified contact (i.e. left message, returned mail, etc.)
- C. The continued frequency of participant contact is determined by the activity in which the participant is participating for example job search, training, work experience etc.

3.3.1 ELECTRONIC CASE MANAGEMENT

All participant case records must be uploaded to the WorkSource Georgia Portal in accordance with TCSG OWD Crosswalk instructions.

Documents uploaded should be identified by customers name and type of document.

All disability and medical-related information/documentation must be maintained in a secure physical location to ensure only the appropriate staff can access that information if necessary. Medical documentation should “not” be uploaded to the WorkSource Georgia Portal nor remain in the case file.

3.4 CUSTOMER SERVICE PLAN INDIVIDUAL EMPLOYMENT PLAN (IEP/ISS)

All registered participants must have a customer service plan completed in the WorkSource Georgia Portal within the first seven days of service. The IEP/ISS record is used to list an individual's goals, objectives, and services provided in relation to employment programs such as Wagner-Peyser and WIOA.

Note: Reading/Math Assessment Results are only required for those adults and dislocated workers interested in GED training and for all out of school youth. Georgia Career Information System (GCIS) should be administered to all participants during intake and assessment.

3.5 CASE FILE REVIEW

WorkSource Fulton programs staff conducts quarterly file reviews as approved by the LWDB. Reviews are conducted using the WorkSource Georgia Portal and tools in accordance with the Sub-Recipient Monitoring Guide.

3.6 TERMINATION OF SERVICES FILE CLOSURE

Termination procedures are carried out for each participant that has proven to be successful or unsuccessful in accomplishing their planned goals.

Formal communication is made with each participant that is terminated for successful or unsuccessful completion of the program. Every reasonable effort is to be made by the Advisor to contact and re-engage non-cooperative participants in program activities.

3.7 ADULT, DISLOCATED WORKER, & YOUTH REGISTRATION

All Adult, Dislocated Workers and Youth participants that participate in a Workforce Innovation and Opportunity Act (WIOA) funded activity are to be registered through the WorkSource Georgia Portal. Any appropriate services such as intensive services, occupational training, etc. are to be assigned at the time of enrollment.

3.8 EXITS – ADULT, DISLOCATED AND YOUTH

Exiting is the process in which a customer's registration is closed in the WorkSource Georgia Portal.

A WIOA exit occurs when a staff member closes out a Participation based upon successful or unsuccessful reasons. An exit occurs 90 days after the service end date elapses. When a Participation Exit occurs, standard WIOA performance measures apply to that customer and "after-exit" performance.

3.9 FOLLOW-UP SERVICE ADULT, DISLOCATED AND YOUTH

All participants who become gainfully employed after receiving intensive or training services will receive follow up retention services for a minimum of 12 months following WorkSource Georgia Portal exit.

Participants will be eligible for but not limited to assistance in obtaining a better job, increased hours or increased wages, assistance in resolving conflicts or issues on the job, and resources for use in upgrading employment. Follow-up services are provided for a minimum of 12 months follow up after exit to track job retention, wage gains and career progress.

3.10 SUPPORTIVE SERVICE

Supportive Services are defined as services such as transportation, childcare, dependent care, housing and needs-related, that are necessary to enable an individual to participate in activities authorized under WIOA. Supportive Services for adults, dislocated workers and youth are defined in *20 CFR § 680.900-970*, and *20 CFR § 681.570*.

- A. Supportive Services are services, which are reasonable and necessary to enable a WIOA participant who cannot afford to pay for such services to participate in activities funded under WIOA. The provision of Supportive Services must be determined on an individual basis.
- B. Limited Supportive Services may be provided to individuals receiving Career, Training, or Follow-up Services; however, such individuals must be registered as a WIOA participant and are subject to performance outcomes. All supportive services must have been approved prior to the participant receiving or obtaining the goods or services. Backdated requests for services will not be approved. A participant may waive WIOA payments (except for Work Experience [paid]) if accepting payment would mean the loss of the benefits. The participant may request the payment to start at a later date but may not claim retroactive payments. Advances against future payments are not allowed.
- C. To be eligible for any WIOA financial assistance payments, a participant must have been determined WIOA eligible and:
 - 1. Participating in career and training services. Limited supportive services may be provided to eligible applicants (e.g., paying for a birth certificate), before they are enrolled as participants, to permit participation in assessment activities.
 - 2. Are unable to obtain supportive services through other programs providing such services; and
 - 3. Must have complied with program regulations and policies during the period of training and/or enrollment.
- D. Service providers should provide no further payments to participants that fail to participate without good cause.
- E. Allowable supportive services include but are not limited to:
 - 1. Public Transportation assistance
 - 2. Alternative secondary school services or dropout recovery services i.e. summer school, accredited online schooling programs etc.

3. Tutoring services for secondary and post-secondary credentials
4. Leadership development opportunities, including activities encouraging responsibility and other positive social and civic behavior.
5. Childcare is a service provided to ensure proper care of children while the parent or guardian is participating in an employment and training program. The childcare cost may be reimbursed at the local documented rate. This rate should be reviewed on an annual basis. These limits apply on a per child basis. The childcare provider must be licensed or registered or documentation of adequacy of alternative childcare must be maintained in the participant's file.
6. Tools
 - a) Tools may be purchased for participants, if the tools are required to continue a training program or obtain employment. The service provider must determine that the tools are required and that they cannot be provided by any other source such as the prospective employer, or the participant.
 - b) Tools become the property of the participant upon satisfactory completion of the WIOA training as outlined in the participant's IEP or upon employment. If the participant fails to complete the prescribed WIOA training, the tools remain the property of WIOA and are to be returned to the service provider*.
 - c) An agreement attesting to the above must be signed by the participant and maintained in the participant file. *Note: There may be some exceptions to the requirement to have the participant return tools. Program operators should contact the Local Workforce Areas for guidance. Computer Purchases: In limited cases, the purchase of a computer may be approved as a required tool. This is most typically, but not exclusively, in distance learning situations. Per guidance from USDOL, case managers must request approval from their program manager prior to a computer purchase to ensure it meets the requirements. Factors that will be taken into consideration prior to computer purchase approval include but are not limited to: does the training program include distance learning and to what degree; does the participant have reasonable computer access through another source such as a computer lab on campus or at a public library; does the participant have a lengthy commute to obtain computer access.
 - d) Providers requesting a computer purchase approval can include justification addressing these factors in an e-mail or submit a request completed by the participant.
 - e) Tool/Computer Return: Service providers are to maintain an inventory list of all returned tools/computers. The inventory list must include the month/year the item was purchased, a description of the item, the general condition of the item; the month/year the item is removed from inventory and the status of the item's disposal.
 - f) Disposal of Inventory: Providers should retain returned inventory for a reasonable period of time based on the condition and usefulness of the item. If an item has been kept in inventory for a reasonable period and has not been able to pass on to another program participant, then the item can be donated to a non-profit organization. Inventory items cannot be passed on to staff of the service provider or to any individual where a conflict of interest might be perceived.

7. Housing for Youth Services
 - a) Housing assistance includes supportive service payments for rent. When supportive service funds are used to pay this expense, documentation must be in the participant's file that verifies the address and rental amount. Documentation may be a signed copy of the rental or lease agreement or when there is no rental or lease agreement between the participant and the landlord, service providers may use a signed Verification of Rent form that lists the rent amount, period of time, address, landlord's federal ID# or social security number. Documentation must be in the participant's file. Rent receipts shall be maintained in the participant's file with other lease or rental documentation. Documentation of extenuating circumstances shall be maintained in the participant's file.
8. Other Supportive Services: Other supportive services may be provided as determined by the local workforce area. Such goods and services should be reasonable and necessary for the participant to remain in training and/or obtain or retain employment. These services may include, but are not limited to:
 - a) Work clothing (includes clothing for interviews) up to \$125.00.
 - b) Application fees and GED fees; and
 - c) Drug testing and Background Checks as required for employment (includes WEX)
9. Unallowable Supportive Services include but are not limited to:
 - a) Payments are not allowed for titled or deeded items or when recovery of the expense is anticipated.
 - b) Such items include:
 - i. Rent deposits or housing deposits.
 - ii. Mortgage payments.
 - iii. Car payments.
 - iv. Purchase of vehicles; and
 - v. Fines.
10. The use of supportive services is encouraged to enable the hard-to-serve population to participate in longer-term interventions. The provision of supportive services must be determined on an individual basis and require proof of expenditure in the participants file. This assistance is made available to WIOA Participants to enable them to continue their participation in authorized activities.
11. Transportation and Dependent Care Assistance is available to all Fulton County Residents (WIOA Adult, Dislocated Workers, and Youth) that may need it to participate in authorized activities under WIOA (Workforce Innovation and Opportunity Act) Title I or job search activities to become gainfully employed.
 - a) The local area will offer MARTA monthly and round-trip cards and dependent care assistance based on availability of funds once participant has proven that no other resources are available. These services are made available to WIOA Participants to enable them to continue their participation in authorized activities. Participants may be eligible to receive transportation assistance for the purpose of program participation. Participants are eligible to receive a MARTA card for up to two months if in an approved WIOA activity (i.e. Work Experience (paid), Job Search, employment). MARTA cards will be provided for the duration of client's

engagement in training and for up to two months after the training end date provided, they are in compliance with the training agreement. Participants seeking employment with valid documentation may receive round trip passes based on availability. Participants enrolled in Core Services may receive a Round Trip Card for transportation assistance on a case-by-case basis and based on funding availability. DFCS will provide Transportation Assistance to all persons who are currently receiving Temporary Aide to Needy Families (TANF). DFCS will provide Transportation Assistance until first paycheck is received. Car repair is not an allowable service, clients that have transportation barriers will be provided a MARTA card.

- b) If dependent care or child care is not otherwise available from other funding sources, WIOA funds may be used to pay the cost of care for dependent children up to age 13 or adult dependents with documented care needs while the individual is in a WIOA training activity or if needed to maintain employment only. WorkSource Fulton Staff must verify and document that the participant is not receiving or eligible to receive dependent care benefits through DFACS before providing dependent care assistance through WIOA {deposition must be submitted with supportive service request}. Participants must use a licensed dependent care provider. The provider must register as a Fulton County vendor (all vendors should refer to the process indicated on the Fulton County website: <http://fultoncountyga.gov/business-vendor-relations>) and submit a copy of their business license and W9 with child or dependent care agreement and original invoice with client's signature. Transportation and dependent care assistance is based on availability of funds. WIOA supportive services are not intended to supplement for lack of income. A participant who owns a personal vehicle but whose work does not pay wages sufficient to upkeep the automobile should secure other means of transportation.
12. Training Related Assistance is offered based on availability of funds once participant has proven that no other resources are available.
- a) The participant must be a Fulton County resident prior to the supportive service allotment.
 - b) Participant must be enrolled in an approved WIOA activity and be in compliance with activity requirements.
 - c) Eligibility is dependent on participant being compliant with terms of enrollment agreement.
 - d) Supportive Service will be approved on a case by case basis.
 - e) Exceptions to the policy may be made on an individual basis, based on need. Requests for exceptions must be submitted in writing to the designated person.
 - f) Priority will be given to Veterans, and then participants who reside outside the City of Atlanta, followed by those employed in Fulton County.
 - g) Once the cap placed on individuals of \$3,000 per participant per 365 days maximum is received, the participant is ineligible for additional Supportive Service within (3) three years of the date of exit from the WIOA program per funding category (Adult, Dislocated Worker, Youth).

- h) The following is a general list of Supportive Services that may be provided but is not all inclusive:
 - i. Clothing allowance not to exceed \$75.00 only if unable to be provided by another agency. (Effective September 1, 2006 we will only pay for work related clothing or uniforms). All clients must first be referred to Dress for Success for this service whom we have an agreement on file.
 - ii. Tools required by employer.
 - iii. Rent (not mortgage payments)
 - iv. Utilities (water, electric, gas)
 - v. Driver's License, State ID, driver's tests (state cost)
 - vi. Books or supplies for school
 - vii. GED or other certification testing
 - viii. Youth incentive payment
- 13. All payments shall be reconciled and determined in the WorkSource Georgia Portal to be accurate 60 days after participant exit.
- 14. Supportive services payments shall be made monthly.
- 15. Supportive services payments shall be made in the manner of either vendor payments from Fulton County through the authorized department or receipt of MARTA cards by the participant signature.

3.6.1 Needs Related Payments (NRP's) Adults & Dislocated Workers

20 CFR§ 680.930 defines Needs Related Payments as financial assistance to a participant for the purpose of enabling the individual to participate in training. Needs-related payments are a type of supportive service that provides direct financial payments to a participant, and unlike other supportive services, the participant "must" be enrolled in training to receive Needs Related Payments.

- A. For an Adult to receive a needs-related payment he or she must be unemployed, not qualify for or have ceased to qualify for UC, and be enrolled in a training program or have been accepted into a program that will begin within 30 calendar days.
- B. Dislocated Workers may receive Needs Related Payments if they are unemployed, ceased to qualify for UC or trade readjustment allowance under Trade Adjustment Assistance (TAA), and be enrolled in training that will begin within 30 calendar days.
- C. To be eligible for any WIOA financial assistance payments, a participant must have been determined WIOA eligible and:
 - 1. Participating in intensive and training services.
 - 2. Document they are unable to obtain supportive services through other programs providing such services; and
 - 3. Must have complied with program regulations and policies during the period of training and/or enrollment.

Calculation Method – NRP’s for Adults

Needs-related payment level for Adults must be established by the Local Board. The Department recognizes the costs of different labor markets and believes that payment levels are best set locally to ensure the needs-related Payments meet their purpose of enabling participants to receive training services.

Calculation Method - NRP’s for Dislocated Workers

- If the participant is a Dislocated Worker and has established eligibility for UC, the needs related payment must not exceed the higher of the weekly level of UC the participant receives or an amount equal to the poverty level for an equivalent time period. If the participant qualifies for Dislocated Worker services, but not for UC as a result of the qualifying layoff, the needs-related payment must not exceed the higher of the weekly level of UC the participant would receive if she or he had qualified,
- If the weekly benefit amount that the participant would have received can be determined, or an amount equal to the poverty level for an equivalent time period.
 1. The NRPs are a stipend-form of assistance to adults or dislocated workers who are unemployed and do not qualify for (or have ceased to qualify for) unemployment compensation so they can participate in training.
 2. Consistently apply the NRP formula or procedure to all eligible participants in a training activity, *subject to the availability of funding and other conditions and priorities within the LWDB.*
 3. Those participants receiving NRPs will have documented:
 - a. The determination of need,
 - b. The amount of each payment received, and
 - c. The time period covered by each payment.
 4. Ensure that the NRP documentation is recorded in the participant’s IEP.
 5. Ensure that the NRPs do not extend beyond a participant’s training period.

3.6.2 DISASTER AND EMERGENCY SUPPORTIVE SERVICES

In the event of a natural disaster or declaration of an emergency situation, the following provisions shall immediately be available for enrolled participants. These provisions shall become effective immediately upon the declaration of a State of Emergency for Fulton County and/or the State of Georgia by the Governor and/or the President of the United States. Participants must have been enrolled in training services at the time of the declaration; OR enrolled into training services following the State of Emergency in order to qualify for supportive services. The provisions shall remain in effect until the State of Emergency is lifted OR amended by the Fulton Workforce Development Board.

A. Maintaining Level of Support

1. Supportive Services shall continue to be provided in the amount awarded for each participant, even in the event that the provider is forced to close or suspend services as a result of the disaster or state of emergency.

B. Suspension of Alternative Funding Source

1. Participants shall not be required to document the absence of funds from other sources.

C. Removal of Caps

1. Funding caps and limits on total supportive service amounts shall be suspended for the duration of the State of Emergency and shall not count towards annual Supportive Service limits.

D. Leveraging of Technology

1. In cases where training is interrupted, altered, or delayed as a result of the State of Emergency; all participants shall be considered to remain in “good standing” for purposes of continuing with WIOA training and supportive services.
2. Training participants shall be permitted to complete courses remotely, if authorized by the training provider. Participants shall be eligible to make requests for additional support or tools in order to complete training, such as computers or access to internet services.
3. Participants may receive supportive services through innovative methods in such instances where One-Stops may be closed or impacted by the State of Emergency, thus limited participants ability to receive their supportive services through other means. Appropriate documentation and expensing of supportive services should be documented in the event such alternative methods of delivery are provided.

CHAPTER 4 TRAINING SERVICES

4.1 WIOA TRAINING ACTIVITIES

WorkSource Fulton maintains a process to assure that a significant number of competent providers, offering a wide variety of training programs and occupational choices, are available to participants.

1. WorkSource Fulton maintains a list of “Demand Occupations” based on area labor market analysis and information.
2. Applications submitted to WorkSource Fulton to become an eligible provider will be sent to Atlanta Regional Commission Workforce Division (ARC) for review and a formal evaluation will be sent back to the WorkSource Fulton for approval (by way of the Regional ITA [Committee Work Group](#) meeting).
3. Upon full execution of the agreement (signatures from both parties), WorkSource Fulton Staff are notified via email of the new provider(s), an execution letter is mailed to the provider(s), and the [Fulton County WorkSource Fulton](#) WIOA Approved Providers list [at worksourceportal.com, \[Training Providers and Schools\]](#), is updated to include the new provider(s) and their programs

4.1.2 MONITORING OF PROVIDERS

Eligible Training Providers with WorkSource Fulton customers enrolled and funded by Workforce Innovation and Opportunity Act (WIOA) funds will be monitored by quarterly desk reviews or more frequently, if necessary.

The performance and cost of programs of training institutions will be monitored on a regular basis to ensure appropriateness and effectiveness based on the needs of the local program.

- A. Quarterly desk reviews are conducted with reports generated from the Data and Information Team.
- B. The schedule for on-site monitoring visits will be developed at the beginning of the new program year and shall indicate whether the activity for a particular provider will take the form of a desk review or site visit.
- C. If a site visit is identified, it will be scheduled in cooperation with the training institution to include providing information to the institution on the customer(s) files that will be pulled for review during the visit.
- D. The site visit will include observation of the training environment and will evaluate the following elements:
 1. Instructor/student interaction
 2. Physical conditions of the training facility
 3. Physical condition of materials/supplies/computers
 4. Level of accessibility for disabled persons visiting the facility
 5. Availability of computers/training materials for disabled students
 6. Accessibility/visibility of employment opportunity information

7. Level of compliance with the Individual Training Account Provider Agreement which includes performance; and where appropriate, a review of financial records, e.g. most recent audit report, for providers who receive federal funding in excess of \$300,000.
- E. A report will be sent to the WorkSource Fulton Division Manager within three (3) days of the visit.
 - F. If there is any necessary corrective action, the provider will receive a letter indicating the findings and the necessary changes within fourteen (14) days. Providers will have thirty (30) days to correct certain area, e.g. files compliance specific required documents, and a subsequent final report will be submitted. In instances where findings indicate a strong breach of the Agreement, a provider probation letter will be forwarded notifying the provider that a hold will be placed on new enrollments until corrective actions are put in place to bring provider into compliance.
 - G. The ~~Quality Assurance Task Force~~[Performance and Accountability Committee](#) will be provided information on any provider that is put on hold and Career Centers are alerted through the WorkSource Fulton P Drive.

NOTE: Any changes in the provider’s program, changes in program information (course changes), or requests for additional programs, must be submitted to the Atlanta Regional Commission Workforce Division/Regional ITA [Committee Work Group](#) for the purposes of updating the WSF Eligible Providers List. The disposition of the Regional ITA [Committee Work Group](#) will be submitted to WorkSource Fulton Local Workforce Development Board (LWDB) for review and disposition.

4.1.3 PROVIDER PAYMENT

Training providers will be paid the agreed upon cost for training services based on the delineation of fees and costs on the final, approved Individual Training Account Obligation Voucher.

The Provider must receive written confirmation of a student’s WIOA approval in the form of the ITA Obligation Voucher before the student begins class, or the Provider will incur training costs not to be reimbursed by the WorkSource Fulton and at no time should the school charge back any unpaid costs to the participant.

- A. WorkSource Fulton will redeem the ITA Obligation Voucher for the total of training services based on the following payment structure:
 1. 50% of total tuition is payable at participant(s) enrollment and no earlier than one week after the participant(s) begin training.
 2. 25% of total tuition is payable upon participant’s successful training completion.
 3. The final 25% of the total tuition is payable upon successful receipt of a credential.²⁰
 - a) **CREDENTIAL RECOGNITION:** A credential is recognized when a student earns one credential specified by the training provider and accepted (approved) in advance by LWDB. In cases where multiple credentials are available after training, students are

encouraged to earn more than one credential. LWDB will provide reimbursement for additional credential exam fees on a case by case basis. CREDENTIAL RECOGNITION APPLIES TO ALL PROFILES.

- B. WorkSource Fulton, through its authorized representative, will issue an ITA Training Voucher to the Provider authorizing the enrollment of a customer into training.
- C. The Provider will promptly submit an invoice along with a copy of the voucher to WorkSource Fulton for payment. Only those expenses identified on the ITA Obligation Voucher will be eligible for reimbursement.
- D. Provider Agreement, payments will be processed within 45 days of receipt of invoice and proper documentation with no errors and/or omissions. Invoices with errors and/or omissions will be returned to the Provider with explanation and may result in delay of processing of payment beyond 45 days.
- E. Any “late” invoice that comes into the WorkSource Fulton office will be returned along with a letter informing the Provider of the de-obligation of funds for that specific service. (Note: All “Obligations” must be shown on the Financial Status Report (FSR)).
- F. The deadline (also considered the “Training End Date”) contained in the voucher, if not met, will cause a thirty (30) day period to be evoked within which the Provider and Customer must submit a request to the WorkSource Fulton, herein referred to as Program, that the funds not be de-obligated.
- G. If no request is made within thirty (30) days of the deadline of the voucher, those funds will be de-obligated and available for administration by the Program in any manner deemed appropriate.
- H. If, however, within thirty (30) days there is a request for the funds not to be de-obligated, that will evoke a process by which the Program will make a decision about whether to de-obligate the funds. This will be based on the availability of funds; the program year and whatever other decisions are deemed appropriate by the Program in making such a decision.
- I. The provider shall be responsible for remitting to the WorkSource Fulton any payments made based on improperly supported invoices or for charges that violate the terms of this Agreement or any applicable local, State, or Federal regulations (See Voucher for payment terms).

4.1.4 TERMINATION OF PROVIDERS ELIGIBILITY

Training providers must deliver high quality training, provide accurate information, and not operate outside the guidelines established by the WorkSource Fulton Provider Training Agreement to retain its status as an eligible training provider.

- A. Training institutions may be placed on hold by WorkSource Fulton removed from the WorkSource Fulton approved provider list, and subsequently removed from the approved list by OWD if monitoring reveals the program(s) has not met the established performance levels or violation(s) of the agreement have been observed.

1. If a program fails to meet such levels, the program must be placed on hold until performance improves. The Data and Information Team will visit the provider to provide technical assistance.
2. Providers determined to have violated any provision of the WORKSOURCE FULTON Training Provider Agreement and/or the federal Workforce Innovation and Opportunity Act (WIOA) Regulations may be removed from the approved provider list in accordance with the enforcement provision of WIOA Section 122(f).
3. A Provider may be placed on “administrative or financial hold” status by Fulton County at any time there are unresolved issues or rising concerns of a financial nature. During the period of financial hold, no new enrollments will be allowed, and any pending payments may be withheld. Reasons that a provider may be placed on financial hold are as follows, but not limited to:
 - a) Notification to Fulton County from an outside agency of a levy placed against the Provider.
 - b) Failure of the Provider to submit any agreed upon refund.
 - c) Failure of the Provider to provide students with the necessary supplies, books, etc., for the specified training program (as per agreement between Fulton County and the Provider); and
 - d) Notification or evidence that the Provider may be committing fraudulent activities
4. WorkSource Fulton and approved training providers will comply with the termination process outlined in the Training Provider Agreement.
5. The Regional ITA [Committee Work Group](#) provides equal opportunity employment and training services regardless of race, color, religion, sex, national origin, age, handicap or political affiliation.
6. The following appeal procedures have been established by the Regional ITA [Committee Work Group](#) to provide recourse to providers who think that they did not receive proper consideration for initial eligibility determination for a program of training services.
7. The Atlanta Regional Commission acting as an agent for the Regional ITA [Committee Work Group](#), will provide notice to the applicant with the letter of rejection containing the reasons for rejection, as well as, the availability of the appeal process. Letters of rejection of initial applications must be sent to the applicant within thirty (30) calendar days of the rejection. An appeal by the provider for reconsideration of the initial application must be made in writing thirty (30) calendar days from the day of receipt of the rejection letter. Providers entering an appeal should be prepared to document specific factor (e.g. conflict of interest, nepotism), which put the aggrieved vendor at a competitive disadvantage. Providers should not appeal simply because they believe their program to be superior to the ones selected.
8. If any organization has a complaint against the Regional ITA [Committee Work Group](#), informal resolution should be attempted before filing a grievance. If there is not resolution

of the complaint, the complaint, the complainant (s) has/have a right to file a grievance by sending a written request for a hearing.

9. After a written request for a formal hearing is received, the complainant(s) will be given written notice of the date, hour, place of the hearing, and of the manner in which the proceeding will be conducted and the issues to be decided upon, based on the complaint or grievance outlined in the written request. The Regional ITA [Committee Work Group](#) will be responsible for conducting the hearing.

Prior to the hearing, the complainant(s) will be given the opportunity to:

- a) Withdraw the request for a hearing, in writing.
 - b) Request a re-scheduling of the hearing for good cause.
 - c) Bring witnesses and documentary evidence.
 - d) Have records and documents produced; and
 - e) Question any witness or party to the case.
10. Hearings on any grievance filed shall be conducted within thirty (30) days of such filing. Decisions shall be made not later than sixty (60) days after the filing of a complaint. Attempts at informal resolution may proceed during the 30-day period between the filing and hearing of the grievance and prior to the rendering of a decision on the grievance.
 11. If the complainant(s) does not receive a decision from the Regional ITA [Committee Work Group](#) within sixty (60) days of the filing of the grievance, complaint, or receives a decision unsatisfactory to the complainant(s), the complainant(s) the has(have) the right to request a review of the grievance by the Governor.
 12. The Commissioner shall act as the Governor's authorized representative. The request for review shall be filed within ten (10) days of receipt of the adverse decision or ten (10) days from the date on which the complainant(s) shall have received a decision. The Governor will conduct a review of the complaint and issue a decision within thirty (30) days from the date of receipt of the review request. The decision rendered by the Commissioner will be final.
 - a) **COMPLAINTS (VIOLATIONS OF THE ACT OR REGULATIONS):** All other complaints must be filed within one-hundred eighty (180) days after the act in question by first submitting a written request for resolution to WorkSource Fulton Division Manager.
 13. Complaints filed with must contain the following:
 - a) The full name, telephone number (if any), and address of the person making the complaint.
 - b) The full name and address of the person or organization against whom the complaint is made.
 - c) A clear but brief statement of the facts including the date(s) that the alleged violation occurred.
 - d) Relief requested.
 14. Upon receipt of the complaint, the WIOA Equal Opportunity Officer will initiate efforts with the complainant and others involved bringing resolution as soon as possible. If the complaint has not been resolved to the satisfaction of the complainant within thirty (30) days, the WIOA Equal

Opportunity Officer will request appointment of a certified Mediator by the Equal Opportunity Officer of the Georgia Department of Labor. If resolution is not achieved by mediation, a formal hearing will be arranged.

15. In the event arranges a hearing for settlement of the complaint, the complainant(s) will be given a written notice of the date, hour, place of the hearing, a statement of the authority and jurisdiction under which the hearing is to be held, a reference to the particular section of the Act, regulations, sub-grant or other contract under the act involved, a notice to all parties of the specific charges involved, a statement of the right of both parties to be represented by legal counsel, an indication of the right of each party to present evidence both written and through witness and a statement of the right of each party to cross-examination. Hearing officers who are independent and who have been approved by all concerned parties will be responsible for conducting the hearing.

16. Hearings on any grievance/complaint filed shall be conducted within thirty (30) days of failed mediation. Written decisions shall be rendered not later than sixty (60) days after the filing. Attempts at informal resolution may proceed during the 30-day period between the filing and hearing of the grievance/complaint and prior to the rendering of a decision on the grievance/complaint.

17. No applicant, participant, employee, service provider or training provider will be intimidated, threatened, coerced or discriminated against because they have made a complaint, testified, assisted or participated in any manner in an investigation, proceeding or hearing.

4.2 INDIVIDUAL TRAINING ACCOUNT (ITA)

Training Services shall be provided as listed in Workforce Innovation and Opportunity Act (WIOA) section 134 (d) (4) (D). A program of training service can consist of one or more courses or a training regimen and that either of these can lead to a formal credential (such as a degree or certification) or to the acquisition of skills and competencies recognized by employers for a specific job or occupation, as well as general skills and competencies necessary for a broad range of occupations or job readiness.

NOTE: Training does not have to be on the WORKSOURCE FULTON's Demand Occupation list if formal documentation from an employer is provided indicating an offer of employment if certification is obtained. Skills training will be provided only for jobs and careers where hourly rates and salaries are paid. Training will not be provided for careers or jobs with commissions and fees. This includes real estate, cosmetology, massage therapy and nail technicians.

- A. Eligible adults, dislocated workers and older out of school youth, ages 18-24, may select a provider from the Fulton County Approved Provider List.
 - 1. Training must be for an approved Demand Occupation.
 - 2. Training must result in self-sufficient wage.
 - 3. Programs must not exceed 104 weeks.
 - 4. Training must be for not less than 12-15 quarter hours per week to accommodate existing Unemployment Insurance requirements. Exceptions to this policy may be approved, in writing, on a case-by-case basis.
- B. Funding may be provided for college level and post baccalaureate instruction only if all of the following conditions have been met:

1. Participant must be accepted into a certificate or diploma program, and the course of study must be an occupation-specific (i.e. radiology, accounting, teacher certification). No funds shall be provided for general academic programs unless the participant has fewer than twelve (12) months left to obtain the degree.
 2. Total course of study will take no longer than 104 weeks (2 years) to complete. Participant will receive a certificate or degree upon completion.
- C. Continuing Education and other similar course may be allowed only if the following conditions apply:
1. The participant must have a specific occupational goal
 2. The participant has a work history or educational background that relates to the occupational goal
 3. The participant presents evidence as to how the purposed training will increase their employment marketability
- D. New providers may be limited to enrollment of five (5) students if application evaluation warrants.
- E. All applicants must apply for Pell Grant and Hope, if eligible. WIOA funds will be the last funds used. If amount for training exceeds all available funding, it will be the responsibility of the participant to account for these costs prior to the approval of the ITA voucher.
- F. Individual Training Accounts (ITA) may be utilized for expenses related to training included but not limited to the following: books, tuition, and fees, supplies, tools, uniforms, and shoes, certification, licensing, testing fees, drug testing for entrance into training, medical requirements for training entrance, etc.
- G. WorkSource Fulton Staff will not make payment of late fees.
- H. Funds are limited as follows:
1. Up to \$7,000.00 in training costs, excluding support, may be expended for each participant for the first year of training
 2. For training that extends beyond one-year, total training costs for entire training period may not exceed \$10,000.00 excluding support
 3. If the cost of training exceeds funds limitation guidelines, WorkSource Fulton Staff shall assist in developing a financial plan to cover total costs of training.
- I. Participants shall not be required to apply for or access student loans or incur personal debt as a condition of participation.
- J. Distance Learning (on-line training) will be considered for participants on a case-by-case basis who meet the following criteria:
1. must meet all WorkSource Fulton Staff current ITA policy requirements
 2. must possess good computer skills
 3. must satisfactorily complete the on-line assessment (www.gvtc.org) and “Distance Learning Checklist” to assess their readiness for distance learning and provide a copy to WorkSource Fulton Staff and must have personal access to computer
 4. The distance learning course or training module being requested must lead to the completion of a training program, require students to take periodic tests, and require students to come onto campus or other approved facility for certification exams and meeting with instructors
 5. While a participant is attending approved distance learning activities, the following policies will apply unless employed
 - a) childcare support services will not be paid for time to study and /or participate in Distance Learning activities

- b) tuition will not be paid for repeating any courses
- c) monthly attendance and progress reports must be submitted

NOTE: Consideration may be given to establishing a new ITA for a participant for different occupational training. This statute will apply in cases where an individual received WIOA funding for training, became employed (“successful case closed”), was then displaced and his/her occupation is no longer shown on the TCSG OWD Demand Occupation list.

- K. No more than one (1) ITA’s will be approved for any participant. Trainings cannot take place simultaneous and an ITA cannot be given within three (3) years of receiving a previous ITA {based on exit date from Fulton County WIOA program}.
- L. Participants who are in “Career Pathway Training” or in certification training that requires more than one class and certification built into the ITA may continue on with additional training not to exceed \$10,000.
- M. Should a customer enroll in an ITA program with an accompanying credential and fail to “sit” for the credentialing exam, the customer will be ineligible to receive a subsequent ITA from WorkSource Fulton.
- N. An ITA will be established for the actual cost of the approved training, not to exceed the maximum amounts stated in the ITA agreement. No additional training funds beyond the approved ITA will be allocated for any customer.
- O. “Pick-ups” are ITAs given to participants that are typically already enrolled in non-WIOA funded training. These students have been enrolled in colleges and technical schools supported by HOPE, Pell Grants, student loans, displaced homemaker/single-parent projects and Temporary Assistant for Needy Families (TANF) programs and other scholarships who, for a variety of reasons, find themselves in need of WIOA assistance.
 - 1. All “pick-up” participants must be deemed WIOA eligible
 - 2. All “pick-ups” must have a cumulative Grade Point Average (GPA) of 2.5, as evidenced by an official grade report from the most recent quarter/semester completed, which must be documented in the customer’s file.
 - 3. Documentation of same must be included in customer’s file prior to submission of ITA to the WorkSource Fulton Staff.
 - 4. No “pick-ups” are permitted for less than one quarter/semester, or 8 weeks of training (whichever is longer at the training institution) remaining in their program of study.
 - 5. All “pick-ups” must have the documented approval from the WorkSource Fulton Staff
 - 6. The student must provide appropriate documentation and explanation of the inability to continue training due to financial constraints or other such reasons. Included must be an explanation of why the previous method of the student/s support for training is now inadequate. This documentation will be noted in the customer’s file.
 - 7. Training for “pick-ups” must be in a demand occupation.
 - 8. Administration of the Test of Adult Basic education (TABE) or Wonderlink and Career Scope (which measures interest and aptitude) or Career Decision Making (CDM) and Career Ability Placement Survey (CAPS) is not required, as ‘pick-ups’ have already been appropriately assessed by the training facility to determine basic educational levels, interest, and aptitude. However, a review of the customer’s grades, support services needs and labor market information around the area of study must occur and be documented in the customer’s file.
 - 9. WIOA responsibility for expenses surrounding a “pick-up” will be reduced by any educational costs, books, and fees, which are met from other funding sources, such as HOPE, Pell and other grant funds

- P. All applicants for WorkSource Fulton services should be informed that WIOA is one of many funding sources that may be available to them. If the participant is interested in training at a college or vocational technical school, they should also apply for Pell and HOPE funds, unless they provide a valid reason as to why they would not be eligible for such funds.
- a) Examples of valid reasons are as follows:
 - i. The participant has a college degree and is seeking funds to complete a second degree at a college
 - ii. The participant has a previous student loan that is in default.
 - iii. The participant is seeking funds to complete a degree, does not have a “B” average and their family income are over the limit for Pell.
 - iv. The participant file must document that the participant is not eligible for Pell and HOPE, either using the notice from financial aid, or the participant’s self-attestation.
- Q. Those enrolled with vocational technical schools, colleges and universities should apply for the \$100.00 HOPE book allowance.
- R. Training services shall be provided in a manner that maximizes customer choice in the selection of an eligible provider of training.
- S. Classifications through unique service codes shall be entered into WorkSource Georgia Portal
- T. Customers must demonstrate satisfactory performance on the applicable Prove It! assessment when pursuing certain Information Technology, project management or pre-vocational intensive trainings or certifications as indicated on the current Fulton County Demand Occupations List.
- U. Assessment may be required to validate experience or skill level in other training areas as required, for example, IT training which requires pre-requisite skill, knowledge and/or experience or assessment of skill areas related to the training area selected. The Prove IT! assessment may also be used to validate foundational skills which would allow individuals to move into advanced level training or to validate skill level in the absence of verifiable work history.
- V. All Prove IT! assessments must be administered at a WorkSource Fulton Career Center by Workforce personnel.
1. Customers with degrees in current demand occupations will not be eligible for an ITA but must continue in job search unless a letter is received from a verifiable employer indicating necessity for training for promotional or transfer opportunity.
 2. Certification renewals are approvable and / or certifications that require current training before testing are also approvable (i.e. PMP, Green/Black Belt, IT Certification, Medical occupations, etc.).
 3. Training can only be canceled based on Medical Emergency or Family Hardship.
 4. If the customer attends a school with a cancellation policy that includes a fee for either a class the customer cancels or a class the customer fails to attend, that the customer, and not WIOA, is responsible for the payment of the cancellation fee and any other financial obligations related to the cancellation.
 5. Customers can only cancel an ITA once within 30-day period. After that, the customer will not be eligible for an ITA without Medical Emergency or Family Hardship verification.

Staff will ensure that the customer is eligible to actively participate in a training

NOTE: A customer's program of study can change as long as it's in the same field as the original ITA voucher and does not extend the number of hours and/or increase the amount of the original voucher.

4.2.1 TRAINING SERVICES PRE- VOCATIONAL INTENSIVE SERVICES (PVIT)

Pre-vocational services can be provided to Adults, Dislocated Workers and Older Youth in both class-based and work-based settings. These services are intended for workers who possess a body of knowledge with specific skills, but they lack occupational credential/certification or require short-term continuing educational/occupational training offering to enhance and upgrade skills.

In order to help them acquire continuing credit and certification for skills that match skills required for success in demand occupations (as defined by Fulton County WorkSource Fulton's Demand Occupation List), they can be enrolled into short-term preparation, review and occupational training courses.

- A. When a participant can earn occupation certification without having to complete an entire training program, their re-entry into the job market will be accelerated. Short-term (less than 120 clock hours) training, preparation and review activities which prepare customers to sit for certification examination courses may be provided as an Intensive Service. Classify training that leads to certification as Occupational Skills Training. Classifications through unique service codes shall be entered into the Georgia Work Ready Online Participant Portal
- B. Should a customer enroll in a PVIT program with an accompanying credential and fail to "sit" for the credentialing exam, the customer will be ineligible to receive a subsequent PVIT from WorkSource Fulton.
- C. Examples of pre-vocational services include, but are not limited to, nursing license exam courses and computer skills training to enhance employability when individuals already possess a set of core occupational skills but do not have the technology skills required. Short term is defined as less than 120 clock hours.
 1. A review of assessment results, customer interests and work experience should support the need for the services and should be documented in the individual employment plan.
 2. If the service/training is not available in an approved course on the ETPL, small purchase competitive procurement should be used to purchase the services. Three price quotes or bids showing name of course, number of instruction hours, instructional fee, cost of curriculum materials, credential information, exam fee and school withdrawal/refund policy must be obtained.
 3. A printout of a web page will suffice. The provider with the lowest price quote or bid will be selected to provide the prevocational activity. If the vendor who submitted the lowest bid is not selected, justification for choosing a higher bid must be documented

for reasons such as: distance, start date too late, schedule prohibits attendance at instructional hours, etc.

- D. Customers in short-term pre-vocational services will be enrolled in WorkSource Georgia Portal as 215 “Short Term Pre-Vocational Training”.
- E. Certification renewals are approvable and / or certifications that require current training before testing are also approvable (i.e. PMP, Green/Black Belt, IT Certification, Medical occupations, etc.).
- F. Training can only be canceled based on Medical Emergency or Family Hardship. If the customer attends a school with a cancellation policy that includes a fee for either a class the customer cancels or a class the customer fails to attend, that the customer, and not WIOA, is responsible for the payment of the cancellation fee and any other financial obligations related to the cancellation.
- G. Customers can only cancel a PVIT once within 30-day period. After that, the customer will not be eligible for a PVIT without Medical Emergency or Family Hardship verification.
- H. No more than one (1) PVIT will be approved for any participant. Trainings cannot take place simultaneous and a PVIT cannot be given within three (3) years of receiving a previous ITA {based on exit date from Fulton County WIOA program}.
- I. Training does not have to be on the WorkSource Fulton’s Demand Occupation list if formal documentation from an employer is provided indicating an offer of employment if certification is obtained. Skills training will be provided only for jobs and careers where hourly rates and salaries are paid. Training will not be provided for careers or jobs with commissions and fees. This includes real estate, cosmetology, massage therapy and nail technicians.

4.3 YOUTH INCENTIVE POLICY

Youth Incentives are designed to reward W.I.O.A. youth participants for academic achievement. Awarding of incentives is a means to encourage participation, achievement and attainment of individual goals that lead to success and completion of secondary diploma or its equivalent.

These are the only areas in which a youth incentive can be rewarded. Youth incentives are not supported services or needs related payments. Incentives are for individual goals as outlined below. Incentives are also based upon availability of funds, and on a first come first serve basis.

A. Definition of Cash Incentives

For the purpose of this policy, cash incentives shall be considered stipend awards to W.I.O.A. youth participants for achievement in W.I.O.A. related activities. Cash incentives and / or stipends must not exceed the specific amount of **\$350.00** per program year as approved by the Fulton Local Workforce Development Board.

1. The incentive amount awarded per participant shall not exceed **\$350.00** for the entire program year (July 1 thru June 30)

2. Participants may not be awarded cash incentives for attending GED classes but may be awarded up to **\$150.00** in cash incentive for obtaining their GED/High School Diploma (must have copy of diploma or equivalent).
3. Participants may receive a **\$100.00** stipend for job placement (with employment verification). Must be employed at least 30 days and provide a copy of a check stub. Youth can only receive this incentive once per program year (July 1 thru June 30)
4. Approved Activities for Incentives (value not to exceed \$350.00):
 - a) Increase Literacy/numeracy by One complete grade level {or one complete Scale Score} or more {Must Score at least a 6.0 to be considered for this incentive} (\$50.00)
 - b) Occupational Credential (\$150.00)
 - c) Obtainment of HSD (Youth w/IEP Certificate of Achievement) (\$150.00)
 - d) Obtainment of GED Certificate (\$150.00)
 - e) Military Placement (\$100.00)
 - f) Post-Secondary Placement (\$100.00)
- B. Other Approved Activities for Incentives (value not to exceed \$250.00):
 - a) Completion of Money Smart Financial Management Training (All modules must be completed to achieve this incentive) (\$25.00)
 - b) Three Job Readiness Workshops (\$25.00)
 - c) Citizenship Training (\$25.00)
 - d) Community and Service-Learning Projects (\$50.00)
 - e) Leadership Development (\$50.00)
 - f) Life Skills (\$25.00)
 - g) Mentoring (\$25.00)
 - h) Positive Social Behaviors (\$25.00)
 - i) Remediation – Tutoring (\$25.00)

4.4 ON-THE-JOB TRAINING

OJT can be an effective tool in assisting WIOA eligible participants in becoming gainfully employed after receiving core and intensive services and having been unsuccessful in securing unsubsidized gainful employment.

1. OJT may be made available to employed and unemployed adults and dislocated workers who:
 - (a) have met the eligibility requirements for WorkSource Fulton Individualized services, received at least one (1) Individualized service and have been determined to be unable to obtain or retain employment through such services; and/or
 - (b) have been determined by a WorkSource Fulton advisor to be in need of OJT based on extensive assessments, evaluation and case management.
2. Eligible employers may be able to participate in the WorkSource Fulton OJT program through a contract with WorkSource Fulton. These employers include private-for-profit businesses, private non-profit organizations and public sector employers.

3. The decision to enter into an OJT contract with an employer is at the discretion of WorkSource Fulton.
4. Potentially eligible employers must be able to demonstrate they are equipped to provide occupational skill training and evidence that the training will lead to full-time employment that leads to self-sufficiency for trainee. (Note: Staff positions for independent contractors, contract employees and temporary employees do not qualify for the OJT program).
5. The employer's worksite must be accessible to individuals with disabilities, in compliance with ADA regulations and accessible by public transportation (less than a mile).
6. An employer will not be eligible to participate in WorkSource Fulton OJT program if:
 - a) The employer has a history of frequent layoffs.
 - b) The employer has a history of not continuing employment of WIOA participants after the OJT contract ends.
 - c) The employer has any other individual on layoff, involved in a work stoppage or on strike from the same or substantially equivalent position.
 - d) The OJT would infringe upon the promotion of or cause the displacement of any currently employed worker or a reduction in their hours.
 - e) The same or a substantially equivalent position is vacant due to a hiring freeze.
 - f) The company or business is new to the area. (*Exceptions will be considered for those businesses that are new to the area but are part of a large, national company*); or
 - g) The employer relocated within the last twelve (12) months and the relocation caused the layoff or termination of any individual(s) in substantially equivalent positions.
 - h) The position(s) are for seasonal employment.
 - i) The employment work site is not within a reasonable commute from the offices of the WorkSource Fulton.
 - j) The position is not full-time, i.e. less than thirty-two (32) hours per week.
7. For those employers utilizing staffing agencies for the recruitment and training of potential employees, the "Employer of Record" is the staffing agency. There will be one (1) standard contract that is signed by both the staffing agency and the employer. The Employer's signature on the contract denotes a clear understanding and acceptance of this recruitment, placement and reimbursement policy.
 - a) The staffing agency will be considered the "Employer of Record" and reimbursement will be made to staffing agency. The WORKSOURCE FULTON will reimburse the base wage/salary only. No other associated fees or mark ups will be paid to the "Employer of Record".
 - b) Employers will be prohibited from participating in the WORKSOURCE FULTON OJT program for a period of one (1) year from the date of a WIOA participant's termination or wage/benefits reduction date if:
 - i. The WIOA participant was terminated without just cause; or
 - ii. The employer reduced wages or benefits of any WIOA participant during training or within six (6) months after the participant entered unsubsidized employment with the worksite employer.

8. OJT must be in a WORKSOURCE FULTON Demand Occupation unless approved by the LWDB. Considerations of exceptions to this requirement are considered on a case by case basis.
9. The length of the training must be determined by the job title and the customer's previous work history but is not to exceed six (6) months. Trainees with specific education and/or work experience applicable to the specific training position may be appropriate cause for reducing the training time or eliminating the availability for OJT reimbursement. The final length of training shall be determined by WORKSOURCE FULTON.
10. Reimbursements for OJT are not intended to be wage subsidies to employers. Rather, they are intended for extraordinary costs of training WIOA participants.
11. Employers are required to complete and submit a monthly evaluation form on each trainee.
12. All OJT contracts must be negotiated and signed prior to the first day of employment of a trainee.
13. In order for an employer to be eligible for a wage reimbursement rate of over 50% and up to 75%, that employer must meet one of the four following criteria:
 - a) The employer must be a small business as defined by the Small Business Administration. Small business size standards by industry can be found at https://www.sba.gov/sites/default/files/files/Size_Standards_Table.pdf.
 - b) The OJT must lead to the participant's attainment of an industry recognized credential.
 - c) The participant must be determined to be an individual "with barriers to employment," as listed in WIOA Section 3 (24), to include individuals who are long-term unemployed.
 - d) The participant's job title must be on the state's in-demand occupations list.

4.5 CUSTOMIZED JOB TRAINING

Customized Skills Training is designed to meet the special requirements of an employer a group of employers by allowing them to tailor and design work-based skills training. Customized training is conducted with a commitment by the employer to employ, or in the case of incumbent workers, continue to employ, an individual on successful completion of the training. Note: an incumbent worker must still meet the statutory definition of either Adult or Dislocated Worker to receive customized training.

- A. Employers may be reimbursed by the WIOA program for not more than 50 % of the costs incurred in providing the training including staff/instructor time or training materials.
- B. Customized Skills Training can be provided after a WIOA participant is hired or if an employer makes a commitment to hire the participant upon successful completion of the training.
- C. Customized training may be provided for an employer or group of employers when:
 1. The employee is not earning a self-sufficient wage.
 2. The employer, or group of employers, have made the commitment to employ or continue to employ, an individual that has successfully completed the program; and

3. The customized training relates to the introduction of new technologies, introduction to new production or service procedures, upgrading to new jobs that require additional skills, workplace literacy, or other appropriate purposes.

D. General Guidelines

1. For each participant, the employer develops the training plan and measurable goals and determines the method by which the training is provided. Proficiency levels should be based on local business or industry skill standards.
2. The training activity may take place at the worksite or in a classroom setting. The employer or an intermediary may provide the training.

E. Documentation Requirements

1. Employers must complete the Customized Skills Training Plan/Reimbursement Invoice. When completed, this form documents the training plan, skills attainment, costs incurred by employer, and amount of reimbursement. This form must be maintained in the participant's file.
2. The IEP shall be updated accordingly to reflect participation in customized skills training.

F. Time Limitations

1. Training should be for a specified length of time and may take place at the worksite or in a classroom.

4.6 INCUMBENT WORKER TRAINING

- A. Employees participating in training must have an employment history with the employer of at least six months, and must demonstrate benefits resulting from the training, such as a demonstrated skill increase or attainment of an industry-recognized credential.

- B. Employers receiving IWT must provide for a percentage of the non-federal share of the cost of training, consistent with the size of the company as follows:

1. For employers with fewer than 50 employees: 10% of the training costs.
2. For employers with 51 to 100 employees: 25% of the training costs; or
3. For employers with greater than 100 employees: 50% of the training costs.
4. This employer share may be provided as a direct share of the costs of training or in the form of wages paid by the employer during the training period. In-kind match funds may not be utilized at this time. LWDAs must collect and maintain documentation to support the match funds provided by the employer.

C. IWT Contract Requirements:

1. Any firm, employer, or industry who has received payments under previous contracts and has exhibited a pattern of failure to provide IWT participants continued, long-term employment as regular employees with wages and working conditions at the same level

and to the same extent as similarly situated employees are ineligible to enter into further WIOA IWT contracts.

2. IWT training is provided based on a formal, written contract with the employer or group of employers that is signed prior to the initiation of training with a copy given to the employer(s).
3. An IWT contract must be limited to the period of time required for a participant to become proficient in the skills for which the training is being provided. In determining the appropriate length of the IWT agreement, consideration should be given to the skill requirements of the occupation, and the academic and occupational skill level of the participant.
4. In determining an employer's viability for IWT contracts, LWDA's should consider the employer's past history with IWT, OJT, and/or customized contracts, financial stability, layoffs, relocation and labor disputes, as well as the occupational and industry outlook.
5. IWT training contracts will not be written to provide skills for seasonal, temporary or intermittent employment.
6. WIOA funds shall not be provided to reimburse IWT training costs when the participant was referred and hired through a private employment agency and was required to pay a referral and placement fee.
7. No training may be provided in agencies providing workers on a temporary basis to employers for which the agency receives compensation from the employer. There are many types of staffing agencies that provide a variety of services to employers including outplacement, managed services, and outsourcing. Outsourcing is a contractual agreement between an employer and an external third-party provider whereby the employer transfers responsibility and management for certain human resource services, benefit or training-related functions or services to the external provider. Outsourcing is different from these other types of staffing firm models because it is not a temporary situation for the employee.

D. IWT training contract must address:

1. During the training, the employer must commit to retain the participant as a full-time employee with the same wages, benefits, hours, and conditions.
2. The hourly wage of the participant. Note: WIOA funds shall not be used for overtime wages, holidays, sick leave, or vacations.
3. The length of training required.
4. A description of the occupations involved, skill(s) and competencies to be provided and earned, assessment (examples include TABE, Career Scope, Prove It, etc.) and identification of the participant's skills gap.
5. Performance outcome requirements.

6. A provision addressing termination for lack of funds or recapture of funds, lack of participant attendance, or failure of employer to comply with initial or upgraded employment requirements; and
7. A provision for maintaining and providing records for local area, state, and federal monitoring and review.

E. Employer Responsibilities:

1. The employer agrees that IWT employees will not displace any currently employed workers (including partial displacement, such as by reducing hours or denying promotional opportunities, wages, or other employment benefits).
2. The employer agrees that IWT employees may not be engaged in the construction, operation, or maintenance of any facility used for religious instruction or worship.
3. The employer agrees that no individual in a decision-making capacity engages in any activity, including the administration of the IWT contract supported by WIOA funds, if a conflict of interest, real or apparent, is present. A conflict of interest may arise in the event that an employee under this IWT contract is an immediate family member (or partner) of an individual engaged in a decision-making capacity with the LWDA, the LWDB, or the employer. Immediate family is defined as husband, wife, son, son-in-law, daughter, daughter-in-law, mother, mother-in-law, father, father-in-law, brother, brother-in-law, sister, sister-in-law, aunt, uncle, niece, nephew, stepparent, stepchild, grandparents and grandchild, or an organization that has a financial or other interest in the firm or organization selected for the OJT contract.
4. In the event of a potential conflict of interest, the employer must notify the LWDA, in writing, of the potential conflict. No action regarding the individual may take place until approved by the LWDA in writing.
5. The employer agrees that there will be no preferential treatment of a person or group of people over other people or groups in the workplace.
6. The employer agrees that no person shall – on the grounds of race, color, sex, age, disability, or national origin– be subjected to illegal employment discrimination.
7. The employer agrees to maintain appropriate standards for health and safety in work and training environments.
8. The employer agrees to comply with Georgia law regarding workers' compensation insurance for all IWT employees. Information on how to comply with Georgia law is found at: <http://sbwc.georgia.gov>.
9. If the employer does not have an established employee grievance procedure, the Employer agrees to abide by the procedure provided by the LWDA.
10. The employer agrees to participate in any follow-up efforts conducted by the LWDA or its authorized representative to evaluate IWT effectiveness.
11. The employer must not use funds provided for IWT to directly or indirectly assist, promote or deter union organizing.

12. The employer must not use the IWT to impair existing contracts for services or collective bargaining agreements.
13. The employer will meet the provisions of the Georgia Illegal Immigrant Enforcement Act of 2011 by signing and complying with the affidavit.

All written requests for incumbent worker training must be submitted by the employer requesting the training. The request must include justification for the training need based on the layoff aversion strategy and at least one of the above-listed criteria will be met through the provision of the training. Requests from employers will be submitted to the Board Development and Visibility Task Force for their recommendation to the WORKSOURCE FULTON Board.

Company Viability/Workforce Status: Companies that have recently gone through a WARN Act event (e. g., mass layoff) or have laid off employees that became covered under the Trade Adjustment Assistance (TAA) for Workers program will not be approved for the Incumbent Worker Training program. If a company has experienced layoffs recently or is in the midst of laying off workers and does NOT fall into one of the two categories above, their Incumbent Worker Training request must sufficiently demonstrate the following in order to be approved:

- A. the training being applied for will help the company remain viable and avoid further job losses
- B. The incumbent workers who will be attending training will retain their employment with the company/agency.

4.7 WORK EXPERIENCE

Work Experience (WEX) positions are short term, subsidized employment opportunities. The length of time in Work Experience participation varies between the youth, adult and dislocated worker programs. All participants are encouraged to conduct job searches as Work Experience (WEX) does not substitute employment. Unemployment cannot be collected after participation in Work Experience as Work Experience is a training activity.

While some of the specifics between the Adult and DW category may vary from youth the overall goal is to obtain tangible work and educational experience. Work Experience for adults and dislocated workers are used for those who have to overcome barriers to employment, chronic unemployment and to develop a work history. This may also be combined with obtaining real world experience for participants who are in an ITA. The goal is to establish a work history for the individual, demonstrate work success, and develop skills that lead to entry into unsubsidized employment.

Work Experience (WEX) is provided to all Youth clients who do not have a recent connection to the workforce or if it has been determined need additional work experience in order to obtain unsubsidized employment. Youth Work Experience must have a connection to an educational learning component defined in the Participant Case File.

Work Experience program participation is based upon availability of funding.

Participants are ineligible for work experience if a job opportunity is declined twice and/or if he/she is unsuccessful at a work site due to personal behavior or is selected for Work Experience (WEX) and declines without justification.

CHAPTER 5 DATA AND INFORMATION

5.1 DATA VALIDATION

WorkSource Fulton Staff must have required documents uploaded online in WorkSource Georgia Portal for the file compliance with WorkSource Fulton policies and procedures.

WorkSource Fulton Staff will review data validation in conjunction with completion of the case file monitoring completed by the Case Monitor.

- A. All documents used must comply with the Data Validation Crosswalk.
- B. Many aspects of daily work for WIOA programs affect performance reporting for WIOA programs. As part of quality control, WorkSource Fulton will review these functions to determine whether sub recipients are adequately and appropriately meeting deadlines and documentation requirements. All participant case files are to be kept electronically in the WorkSource Georgia Portal.
- C. All customer documents require compliance with the Data Validation Information.

5.2 CASE FILE CONTROL - SUBMITTING AND RETURNING FILES FOR REVIEW

- A. The physical movement of paper records shall be documented to ensure that it can be located when required. The records tracking procedure shall record the unique number such as State Identification (SID), name of file (participant), the staff person and location having custody of the file, the date of movement, and the subsequent staff person and location taking custody of it.
- B. Use this Procedure when submitting files to another staff person for review, monitoring, auditing, or other authorized purpose and when returning files to the original custodian.
- C. This procedure applies to all unique participant case record files starting from the origination of the individual participant case by any staff member to the final request to transfer the unique file to archive storage outside the division. All other records not included in a unique participant case file are not covered by this procedure such as Intake forms of Core customers, Eligibility documents of customers not entered in the State database, sign-in sheets, etc.
 - 1. The staff person with custody of the file shall originate the File Custody Transfer Memo as the Sender including the Receiving staff person and location taking custody of the files, the Date of Transfer, Unique Number, File Name, and Sender signature and date for each file listed.
 - 2. The Sender shall obtain the approval signature and date of the Supervisor on the form, file a copy of the form in the binder labeled “Case File Custody and Transfer Records” on the Supervisor’s desk and enter the information on the log.
 - 3. Transfer the files and the File Custody Transfer Memo from the Sender to the Receiver.
 - 4. The Receiver shall sign and date for each file listed when the file has been received.
 - 5. The Receiver keeps a copy of the File Custody Transfer Memo and makes another copy of the form for the Supervisor, and then returns the original to the Sender.

6. The Supervisor files the copy in the binder labeled “Case File Custody and Transfer Records” on the Supervisor’s desk and enters the information on the log.
7. After taking custody of the files, the Receiver is the custodian of the files and shall become the Sender to return the files to the previous staff person or any other authorized staff person.

D. File Storage Room Check-out and Check-in

1. All case files shall be stored in the designated file storeroom. Case files shall be requested by staff taking custody of the file. The designated storage room staff shall maintain the log sheet of participant case files signed-out and signed-in.

E. File Archive and Destruction

1. It is the policy of Fulton County to ensure that its records are created and maintained in such a manner that meets the needs of Fulton County offices; improves services, security, utility, and functionality; and preserves those records of continuing research value. Disposition (transfer to offsite storage facility and/or destruction of any records created or collected by a County Department, Office, or Court in the course of carrying out the various services, functions, and mandates with which the Fulton County Government is charged, cannot be accomplished except under conditions set forth in an approved record retention guideline.
2. Under authority of Georgia Code, O.C.G.A. 50-18-99 and the Code of Laws of Fulton County, Sections 23-8-1 thru 23-8-7, Fulton County has established a records management plan. The Data Processing Department is responsible for the administration of the Fulton County Information and Records Management Program. The purpose of this program is to promote efficient use of records from creation, through active use, on to appropriate disposition.
3. Records created or collected by Fulton County offices and courts will be transferred to the Fulton County Records Center only under authority of an approved records retention guideline.

F. Retention of Documentation

1. All federal grant documents (including but not limited to Time Allocation Forms, Semi-Annual Certifications, and Variance Reports) shall be retained for a minimum of five (5) fiscal years after the end of the grant period. If any litigation, claim, negotiation, audit or other action involving the records has been started before the expiration of the 5-year period, the records must be retained until completion of the action and resolution of all issues which arise from it, or until the end of the regular 5-year period, whichever is later.
2. Data Processing Department will:
 - a) Operate and maintain the Fulton County Records Center to provide safe and secure offsite storage of county records.
 - b) Review all records transfer inventory forms to ensure that records set for transfer to the Records Center are covered by the appropriate approved records retention guideline.
 - c) Maintain a listing of approved records retention guidelines for all Fulton County Departments, Offices, and Courts.
3. All Departments, Offices, and Courts of Fulton County will:

- a) Ensure that all records set for transfer to the Records Center are identified on a prescribed records inventory form, to be provided by the Data Processing Department, Information and Image Management Division.
- b) Identify on the prescribed records inventory form the approved records retention guideline covering those records to be transferred to the Records Center.
- c) Staff person requesting file shall enter the following on the log sheet:
 - i. Full Name of Participant and unique number
 - ii. Date/Time Out
 - iii. Case Manager name in State database
 - iv. Staff Name requesting File Custody
- d) Designated storage room staff shall receive request and retrieve file from storage.
- e) Staff with file custody shall return file to storage room staff by close of business
- f) Designated storage room staff shall return file to storage room and enter “Date/ Time In” on the log sheet

Archive Procedures:

1. All records set for transfer to the Records Center will be identified on a prescribed records inventory form. All records set for transfer will be associated with an approved records retention guideline.
2. All records inventory forms will be reviewed by the Data Processing Department, Information and Image Management Division. This office will provide advice and assistance in identifying appropriate records retention guidelines for records set for transfer to the Records Center.
3. No records will be accepted for transfer to the Records center except under the authority of an approved records retention guideline.

5.3 CUSTOMER SATISFACTION SURVEY

WorkSource Fulton utilizes customer satisfaction surveys to obtain feedback from customers who receive employment services from the Career Centers and relies upon this data to measure customer satisfaction levels. Customers are asked to complete an online or paper copy customer satisfaction survey regarding their experience at the centers.

1. Staff members providing assistance to customers are responsible for requesting customers to complete a customer satisfaction survey. The staff member should request the customer to complete a survey by using one of the following methods:
 - a. During scheduled meetings with the customers.
 - b. When customers visit the Career Centers to obtain supportive service checks and MARTA Cards.
 - c. Email the survey link to the customers.
2. In addition, the customer satisfaction survey should be utilized at the following activities:
 - a. Orientation and Information Sessions

- b. Workshops and Seminars
 - c. Follow-up Service
3. Resource Room
- a. The Resource Room Attendant should request customers to complete the online customer satisfaction survey after they have completed their job search activities. Paper copies of the survey should be located in the Resource Room for those customers that prefer completing a paper survey. However, the online survey is the preferred method for completing the survey.

5.4 SECONDARY REVIEW AND RECONCILIATION OF PAYMENT INFORMATION

All supportive service information for participants must be entered in the WorkSource Georgia Portal (Type of supportive service, amount, date of service etc.). All supporting documentation for a participant's supportive services must be scanned into the Portal and may be maintained in another system or physical case file (Participant time sheets, income determination, UI records, supportive service request form, etc.)

All supportive services must have been approved and recorded in the WorkSource Georgia Portal prior to the participant receiving or obtaining the goods or services, Backdated requests for services will not be approved. The amount, type and timeframe in which the supportive service was given must be accurate and reconciled with the case file and all accounting records. If a participant receives a supportive service increase, whether that is the addition of a new service or the increase in the amount of an existing service, that information must be updated in the WorkSource Georgia Portal in real time.

No payment can be made to the participant until that amount has been updated in the WorkSource Georgia Portal. Supporting documentation of the participants qualifying WIOA activity, for which the participant is receiving supportive services, should be included in the case file and/or scanned into the [participants/participant's](#) Portal profile. Examples of this supporting documentation are but not limited to in-training participant time sheets signed by instructor/supervisor, documents proving participation in other types of intensive or training services.

CHAPTER 6 ADMINISTRATION

6.2 GENERAL COMPLAINT

In order to resolve grievances at the most local level possible, WorkSource Fulton shall address general complaints as follows:

- 1) Complaints filed with service provider
 - a) A service provider must resolve complaints within sixty (60) days of filing. In the event a service provider fails to resolve a complaint within the required timeframe, the Complainant may contact WorkSource Fulton for assistance.
 - b) Upon notice that a service provider has failed to timely resolve a complaint, WorkSource Fulton shall document the complaint and issue written notice to the service provider that the complaint was not resolved in a timely fashion. The notice shall require the service provider to respond in writing within ten (10) calendar days explaining the basis for the delay. The Complainant shall not complete a WorkSource Fulton Complaint form as the service provider shall still be responsible for resolving the complaint locally.
 - c) Upon receipt of the service provider's response, WorkSource Fulton shall instruct the service provider to proceed with resolving the complaint.
- 2) Appeal of resolved service provider complaint
 - a) If a party is dissatisfied with a service provider's resolution of a complaint, the party may appeal to WorkSource Fulton.
 - b) The WorkSource Fulton shall document the party's information in their complaint log and request the party to complete a WorkSource Fulton Complaint form.
 - c) Scope of Review – WorkSource Fulton's review shall be limited to ensuring the service provider adhered to its own policies in reaching its decision regarding the complaint and that the resolution issued by the service provider correctly applied the applicable regulation, policy, or law.
 - d) Upon receipt of the appeal, WorkSource Fulton shall notify the service provider, and the service provider shall send WorkSource Fulton a copy of any and all documents the service provider collected or relied upon in investigating and ruling on the complaint.
 - e) WorkSource Fulton shall then review the submitted documentation and issue a ruling within sixty (60) days of filing.
 - i) If WorkSource Fulton finds fault with the process used by the service provider or the resolution, WorkSource Fulton shall identify the issue and remand the complaint back to the service provider. The service provider shall then re-open the complaint and issue a new resolution correcting the issue identified by WorkSource Fulton.
 - ii) If WorkSource Fulton finds no fault with the process used by the service provider or with the resolution, WorkSource Fulton shall notify the service provider and the Complainant of its decision to affirm the resolution. Additionally, WorkSource Fulton shall notify the Complainant of their right to appeal WorkSource Fulton's decision to WorkSource Fulton shall notify Complainant of his/her right to appeal WorkSource

Fulton's general complaint decision to WFD or the United States Department of Labor Employment and Training Administration.

- 3) General Complaint Made Against WorkSource Fulton
 - a) Any party may file a complaint directly with WorkSource Fulton if the complaint alleges that WorkSource Fulton, not a service provider, violated a requirement of WIOA within the last one hundred and twenty (120) days using the WorkSource Fulton Complaint form.
 - b) In the event a complaint is received which does not contain enough information to enable WorkSource Fulton to resolve the issue, WorkSource Fulton shall make reasonable efforts to contact the Complainant and gather additional, necessary information. In the event that a complaint is filed which WorkSource Fulton does not have jurisdiction, WorkSource Fulton shall immediately issue written notice to the Complainant of the lack of jurisdiction.
 - c) Upon receipt of the complaint, WorkSource Fulton shall conduct an investigation and resolve the complaint within sixty (60) days of the filing.
 - d) WorkSource Fulton's written resolution shall contain the following:
 - i) A recitation of the issues alleged in the complaint.
 - ii) A summary of any evidence and witnesses presented by the Complainant.
 - iii) An analysis of the issues as they relate to the facts; and
 - iv) A decision addressing each issue alleged in the complaint.
- 4) Hearing Procedure – A Complainant shall have the opportunity for a hearing if the Complainant makes a written request within sixty (60) days of the date the complaint was filed. Such a request can only be made if the complaint was made directly against WorkSource Fulton. Hearings shall not be permitted on appeals from service provider resolutions or from service provider complaints which have not been handled in a timely manner. Hearings shall be conducted as follows:
 - i) Upon receiving written notice of the Complainant's request for a hearing, WorkSource Fulton shall respond in writing acknowledging the Complainant's request and notifying the Complainant of the date of the hearing. Such acknowledgment and notice shall be transmitted to the Complainant within ten (10) business days of receipt of the Complainant's request. The notice shall include, at a minimum:
 - (a) The date of issuance.
 - (b) The name of Complainant.
 - (c) A statement reiterating that the Complainant may be represented by legal counsel at the hearing.
 - (d) The date, time, and place of the hearing, including the name of the hearing officer serving as an impartial party.
 - (e) A statement of the alleged violations of WIOA, which may include clarification of the original complaint, but must accurately reflect the content of the submitted documentation of the Complainant.

- (f) A copy of any policies or procedures for the hearing; and
 - (g) The name, address, and telephone number of the contact person issuing the notice.
- ii) The hearing shall be conducted in compliance with federal regulations. At a minimum the hearing must include:
 - (a) An impartial hearing officer selected by WorkSource Fulton.
 - (b) An opportunity for the Complainant to present an opening statement, witnesses and evidence.
 - (c) An opportunity for each party to cross-examine the other party's witnesses; and
 - (d) A record of the hearing which WorkSource Fulton shall create and retain.
 - iii) The hearing officer, considering the evidence presented by the Complainant and WorkSource Fulton, shall issue a written decision which shall serve as WorkSource Fulton's official resolution of the complaint. The decision shall include the following information, at a minimum:
 - a. The date, time, and place of hearing.
 - b. A recitation of the issues alleged in the complaint.
 - c. A summary of any evidence and witnesses presented by the Complainant and WorkSource Fulton.
 - d. An analysis of the issues as they relate to the facts; and
 - e. A decision addressing each issue alleged in the complaint.
- 5) Remedies – Per 29 U.S.C. § 3241(c)(3), WorkSource Fulton may impose only the following remedies for a violation of any requirement of WIOA:
- i) Suspend or terminate payments made available under WIOA.
 - ii) Prohibit the placement of a participant with an employer that violated any requirement under WIOA.
 - iii) Where applicable, reinstate an employee, require the payment of lost wages and benefits, and reestablish other relevant terms, conditions, and privileges associated with the employee's employment; and
 - iv) Where appropriate, other equitable relief.
- 6) Process for Appealing to WFD – As to general complaints, the Complainant must first file at the local level unless the complaint alleges a violation of the provisions of WIOA by WFD. WFD shall not have jurisdiction over general complaints until a LWDA has issued a written resolution on a complaint. Once a LWDA has issued a written resolution on a complaint, a Complainant may file an appeal of the LWDA's resolution with WFD by attaching the local resolution to the WFD Complaint form. WFD's Complaint form is located at <http://www.georgia.org/wp-content/uploads/2014/06/WFD-Grievance-Form-110915.pdf>. Any appeal to WFD of a LWDA's resolution must be filed within sixty (60) days of the date

the LWDA issued its written resolution. However, a LWDA that fails to issue a written resolution of a locally filed complaint within sixty (60) days shall give the Complainant the automatic right to file a complaint with WFD. Once WFD has received the Complaint form and the local resolution, WFD shall issue its own resolution on the issue being appealed within sixty (60) days of receipt. Any resolution reached by WFD may be appealed to the United States Department of Labor's Employment and Training Administration.

- 7) Process for Appealing to United States Department of Labor's Employment and Training Administration – Any complaint or appeal resolved by WorkSource Fulton may be appealed to the United States Department of Labor's Employment and Training Administration. Federal appeals must be made within 60 calendar days of the receipt of WorkSource Fulton's Complaint resolution. USDOL will make a final decision no later than one hundred and twenty (120) days after receiving the Complainant's formal appeal. USDOL shall only investigate grievances arising through the established procedures. WIOA does not allow for federal intervention until the formal procedure has been followed.

Procedure for general complaints excluding discrimination complaints:

1. Every WIOA grantee, sub-recipient, or contractor shall notify customers, applicants, employees, and interested parties of their rights including where and when to file non-discrimination complaints. All non-discrimination based general complaints must be filed within one hundred and eighty (180) days of the alleged general complaint.
2. The Complainant may submit their non-discrimination General Complaint to the WorkSource Fulton Director, Program Managers, or Point of Contact using the WorkSource Fulton General Complaint Form.
3. The Point of Contact shall record the complaint in the WorkSource Fulton General Complaint Log on the P:\HSWkForce\Specialized Services\General Complaints
4. The Point of Contact shall acknowledge the complaint with a message sent to the complainant acknowledging receipt of the complaint and assuring the complainant that he or she will be contacted in a timely manner.
5. When the Complainant chooses to file the non-discrimination General Complaint with the General Complaint Specialist, a response shall be issued within sixty (60) days of the complaint's filing.

6.2.1 CONFIDENTIALITY OF HEALTH INFORMATION

TCSG OWD requires all participant documentation uploaded to the WorkSource Georgia Portal with the exception of all disability and medical-related documentation.

All disability and medical-related information/documentation must be maintained in a secure physical location to ensure only the appropriate staff members can access that information when and if required.

6.2.2 PROTECTION OF PERSONALLY IDENTIFIABLE INFORMATION (PII)

Protected Personally Identifiable Information (Protected PII means an individual's first name or first initial and last name in combination with any one or more of types of information, including, but not limited to, social security number, passport number, credit card numbers, clearances, bank numbers, biometrics, date and place of birth, mother's maiden name, and criminal, medical and financial records, educational transcripts. This does not include PII that is required by law to be disclosed. (2CFR§200 Personally Identifiable Information (PII)).

Information that is considered to be PII is available in public sources such as telephone books, public Web sites, and university listings. This type of information is considered to be Public PII.

The only exceptions are the following:

1. If any litigation, claim, or audit is started before the expiration of the 3-year period, the records must be retained until all litigation, claims, or audit findings involving the records have been resolved and final action taken.
2. When the non-Federal entity is notified in writing by the Federal awarding agency, cognizant agency for audit, oversight agency for audit, cognizant agency for indirect costs, or pass-through entity to extend the retention period.
3. Records for real property and equipment acquired with Federal funds must be retained for 3 years after final disposition.
4. When records are transferred to or maintained by the Federal awarding agency or pass-through entity, the 3-year retention requirement is not applicable to the non-Federal entity.
5. Records for program income transactions after the period of performance. In some cases, recipients must report program income after the period of performance. Where there is such a requirement, the retention period for the records pertaining to the earning of the program income starts from the end of the non-Federal entity's fiscal year in which the program income is earned.
6. Indirect cost rate proposals and cost allocations plans. This paragraph applies to the following types of documents and their supporting records: indirect cost rate computations or proposals, cost allocation plans, and any similar accounting computations of the rate at which a particular group of costs is chargeable (such as computer usage chargeback rates or composite fringe benefit rates).
 - a. If submitted for negotiation. If the proposal, plan, or other computation is required to be submitted to the Federal Government (or to the pass-through entity) to form the basis for negotiation of the rate, then the 3-year retention period for its supporting records starts from the date of such submission.
 - b. If not submitted for negotiation. If the proposal, plan, or other computation is not required to be submitted to the Federal Government (or to the pass-through entity) for negotiation purposes, then the 3-year retention period for the proposal, plan, or

computation and its supporting records starts from the end of the fiscal year (or other accounting period) covered by the proposal, plan, or other computation.

6.3 SUBRECIPIENT MONITORING

WorkSource Fulton staff will conduct monitoring of all sub-recipients in accordance with the tools and procedures outlined in the Fulton Comprehensive Monitoring Guide.

I. Monitoring Process

- A. WorkSource Fulton conducts program, data, and fiscal monitoring of sub-recipients annually, at a minimum. Monitoring is conducted to review the current program year's activity. On-site monitoring and/or special onsite reviews may consist of interviews with appropriate staff and reviews of policies, procedures, accounting reports, source documents, and other records as considered necessary to demonstrate compliance with WIOA Federal and State requirements of:
 1. Programmatic activities
 2. Financial management
 3. Operational internal controls

- B. WSF's sub-recipient monitoring plan will be outlined according to the Comprehensive Monitoring Guide, which outlines the determination of sample size and key objectives for onsite and desk reviews through an annual risk assessment process. The risk assessment process shall take into account the sub-recipient's program complexity, percentage of funds passed through, amount of award and an overall per entity risk score. Sub-recipient monitoring will be conducted by members from WORKSOURCE FULTON's Programs, Data and Information, and Grants Management teams.

- C. As outlined in the Comprehensive Monitoring Guide, regular oversight and monitoring of WIOA activities and providers of core, intensive, and training services is conducted to ensure compliance with WIOA requirements including:
 1. Compliance with the uniform administrative requirements described in *29 U.S.C. § 3244* and USDOL uniform administrative requirements, including the appropriate administrative requirements and applicable cost principles at *2 CFR § 200* for all entities receiving WIOA funds.
 2. Compliance with applicable laws and regulations in accordance with the State's monitoring system.
 3. Determining that expenditures have been made against the cost categories and within the cost limitations specified in WIOA and/or any applicable regulations or guidance.

4. Ensuring that established policies achieve the program quality and outcomes set forth in WIOA and any applicable regulations or guidance.
 5. Compliance with the nondiscrimination and equal opportunity requirements of *29 U.S.C. § 3248* and *29 CFR. § 38*. Requirements for these aspects of the monitoring system are set forth in *29 CFR. § 38.54(d)(2)(ii)*;
 6. Compliance with data collection and reporting system policies and procedures.
 7. Determining whether or not there is compliance with other provisions of WIOA and the WIOA regulations and other applicable laws and regulations; and
 8. Determining if service providers and contractors have demonstrated compliance with WIOA requirements.
- D. At the conclusion of testing, the monitoring team will present an Exit Memorandum identifying findings and observations which were found during testing. The sub-recipient's management staff will sign the Exit Memorandum, acknowledging they were made aware of such findings and observations. WORKSOURCE FULTON also prepares a Notice of Findings and Required Actions (NFR) which details the findings and observations found during testing. WORKSOURCE FULTON will provide a copy of the NFR to the sub-recipient and the sub-recipient shall either concur, or not concur, with the findings and observations identified. If the sub-recipient does not concur with a finding, they have an opportunity to submit their comments with supporting documentation, within 3 business days of receipt of the NFR.
- E. WORKSOURCE FULTON will modify the NFR based on feedback, if applicable, and distribute the final report within 10 business days receiving the signed NFR. The sub-recipient will then have 10 business days to submit a corrective action plan.
- F. Findings of Noncompliance: If, as a result of financial and compliance audits or otherwise, WORKSOURCE FULTON has determined that noncompliance with the uniform administrative requirements found *at 2 CFR. § 200, 29 CFR. § 95 or § 97*, as appropriate, the requirements referred to in *29 U.S.C. § 3241 and 3244, 29 CFR. § 38*, or any other substantial violation of WIOA, WORKSOURCE FULTON will require corrective action to secure prompt compliance.
- G. In the event the Sub-recipient fails to take timely action to correct identified findings, WORKSOURCE FULTON may implement sanctions as allowable per federal and State law. See: SANCTIONS Policy

6.4 SANCTIONS

WORKSOURCE FULTON may impose corrective actions for failure by a sub-recipient to appropriately oversee the delivery of services and ensure the effective and efficient use of funds.

Failure to cooperate and comply with WORKSOURCE FULTON's performance improvement actions, including technical assistance plans, may subject a sub-recipient to corrective actions.

WorkSource Fulton may impose, in non-sequential order, the following corrective actions on a board or grant recipient:

A. Intent to Sanction

B. Level-One Sanctions

C. Level-Two Sanctions

D. Level-Three Sanctions

IV. WorkSource Fulton may impose a higher level of sanction on a sub-recipient if a sanction is currently imposed when another sanctionable act occurs or is discovered.

V. Corrective Action Plan. To assist in correcting any deficiencies, a sub-recipient upon whom intent to sanction or a sanction is imposed must enter into a corrective action plan. A corrective action plan is developed by WORKSOURCE FULTON and may include the elements of a technical assistance plan, which may be jointly developed by WORKSOURCE FULTON with sub-recipient, may include, but is not limited to:

A. Identification of one or more specific performance improvement issues.

B. Assessment of specific technical assistance or training needs.

C. Selection of one or more specific technical assistance or training activities to be implemented.

D. Identification of the appropriate entities to provide the technical assistance or training, including the SWDB, WORKSOURCE FULTON, LWDB, other boards, or other entities.

E. Identification of a timeline for completion of the technical assistance or training; and specific dates for reassessment of technical assistance or training needs and completion of the specific technical assistance or training.

F. Participation in technical and quality assurance activities.

G. Mandatory participation in training.

H. On-site visits by WorkSource Fulton to oversee and assist with daily operations of a sub-recipient.

I. Submission of additional or more detailed financial or performance reports.

J. Modification of the sub-recipient's plan.

K. Issuing a notice of intent to revoke all or part of the affected sub-recipient plan.

L. Designation as a high-risk sub-recipient requiring additional monitoring visits.

M. Appearances by the sub-recipient's executive director, other administrative officer, or the sub-recipient's executive leadership, to report on activities and progress in LWDB meetings until performance is satisfactory.

- N. Meetings with the LWDA's chief elected officials, board chair, board members, board executive director, or grant recipient executive leadership.
- O. Formal presentation to chief elected officials, board members, or grant recipient executive leadership.
- P. WorkSource Fulton may appoint a steward to provide oversight and management toward corrective action resolution.
- Q. WorkSource Fulton approval of specified sub-recipient actions (i.e., prohibition against entering into specific contracts or engaging in certain activities without explicit prior approval of WorkSource Fulton).
- R. Prohibition against a sub-recipient using designated workforce service providers, including state agencies and One-Stop operators.
- S. Payment by reimbursement only, with required supporting documentation.
- T. Delay, suspension, or denial of grant award and/or contract payments.
- U. Reduction or de-obligation of funds.
- V. Ineligibility for additional discretionary or other funds, including incentive awards.
- W. Contract and/or grant award cancellation or termination; and
- X. Other actions deemed appropriate by WORKSOURCE FULTON to assist the Board or sub-recipient of the grant recipient in correcting deficiencies.

VI. Intent to Sanction

- A. WorkSource Fulton may issue Intent to Sanction to set forth:
 - 1. A corrective action plan, performance review, and assistance activities.
 - 2. A specific timeline for the implementation of the corrective action plan by a Board or grant recipient; and
 - 3. An opportunity to resolve the sanctionable acts.
- B. There shall be no appeal to Intent to Sanction.

VII. Sanctions

- A. Level-One Sanction. WorkSource Fulton may impose a level-one sanction on a sub-recipient for sanctionable acts. Sanctionable acts that may occur during the program, grant, fiscal, contract, or calendar year include, but are not limited to, the following:
 - 1. Failure to submit timely and accurate required financial or performance reports.
 - 2. Failure to take corrective actions to resolve findings identified during monitoring, investigative, or program reviews, including failure to comply with a technical assistance plan developed by WorkSource Fulton.
 - 3. Failure to rectify or resolve all independent audit findings or questioned costs within required time frames.
 - 4. Failure to submit required annual audits.

5. Breach of administrative and service contract requirements; Failure to retain required service delivery and financial records; or

6. Failure to meet the target on any contracted performance measure by more than 10 percent of the target.

B. Level-Two Sanction. WorkSource Fulton may impose a level-two sanction on sub-recipient for sanctionable acts. Sanctionable acts that may occur during the program, grant, fiscal, contract, or calendar year include, but are not limited to, the following:

1. Failure to rectify a level-one sanction within the time period determined by WorkSource Fulton

2. Committing a second sanctionable act.

3. Failure to rectify reported threats to health and safety of program participants within 30 days of notice. Rectifying health and safety may include investigating a complaint, taking appropriate corrective actions, or making referrals to appropriate authorities; or

4. Failure to meet the target on any contracted performance measure by more than 25 percent of the target.

C. Level-Three Sanction. WORKSOURCE FULTON may impose a level-three sanction on a board or grant recipient for sanctionable acts. Sanctionable acts that may occur during the program, grant, fiscal, contract, or calendar year include, but are not limited to, the following:

1. Failure to rectify a level-one sanction within the time period determined by WorkSource Fulton

2. Failure to rectify a level-two sanction within the time period determined by WORKSOURCE FULTON.

3. Committing multiple sanctionable acts.

4. Failure to rectify reported threats to health and safety of program participants within 60 days of notice. Rectifying health and safety may include investigating a complaint, taking appropriate corrective action, or making referrals to appropriate authorities; or

5. Failure to meet the target on any contracted measure by more than 25 percent of the target for two consecutive years.

VIII. Penalties for Noncompliance with Requirements

A. WORKSOURCE FULTON may impose penalties on a board or grant recipient based on the following criteria as determined appropriate by WORKSOURCE FULTON given the totality of the circumstances surrounding the occurrence of the sanctionable act or acts:

1. Severity, nature, duration, and extent.

2. Previous occurrences of sanctionable acts; and

3. Efforts by the Local Board, LWDA, or grant sub-recipient to prevent the occurrence of the sanctionable act, including efforts to:

a. Obtain technical assistance, training, or other assistance from WORKSOURCE FULTON.

b. Resolve monitoring findings; and

c. Prevent potential sanctionable acts.

B. WORKSOURCE FULTON may impose penalties for sanctionable acts listed in this policy. Notwithstanding the list of sanctionable acts appearing after each specific level of sanction list in the policy, WORKSOURCE FULTON may assign a higher or lower sanction level based on the severity or mitigating circumstances surrounding the sanctionable acts.

C. More than one corrective action may be imposed in response to one occurrence of a sanctionable act. The corrective actions imposed for one or more occurrences of sanctionable acts may correlate with the sanction level imposed on a sub-recipient.

D. A sub-recipient's failure to complete the corrective actions described in this subchapter within the specified time limits may result in WORKSOURCE FULTON imposing penalties under this policy and withholding grant payments to sub-recipient.

E. Penalties for Second-Year Nonperformance. If a sub-recipient fails to meet its targets on 25 percent of its WORKSOURCE FULTON approved measures by more than 20 percent of target for two consecutive program years, WORKSOURCE FULTON shall review the performance deficiencies and may make a recommendation to the LWDB that it impose a reorganization plan for the sub-recipient. WORKSOURCE FULTON's recommendation to the LWDB for reorganization of a sub-recipient may include one or more of the corrective actions or penalties included in this policy. Notwithstanding this subsection, WORKSOURCE FULTON may take other action deemed appropriate as consistent with federal law.

F. Complaints and Reports of Criminal Fraud and Abuse. Pursuant to 20 CFR. § 667.630 information and complaints involving criminal fraud, waste, abuse, or other criminal activity must be reported immediately through the Departments Incident Reporting System to the United States Department of Labor Office of Inspector General, Office of Investigations, Room S5514, 200 Constitution Avenue NW., Washington, D.C. 20210, or the corresponding Regional Inspector General for Investigations, with a copy simultaneously provided to the Employment and Training Administration.

IX. Sanction Determination

A. The Division Manager of WorkSource Fulton determines whether a sanction shall be imposed, including whether it is appropriate to impose a sanction level on the sub-recipient and whether it is appropriate to assign a penalty.

B. WorkSource Fulton shall work in concert with the LWDB, as appropriate, to impose sanctions as required by O.C.G.A. § 34-14.

C. WorkSource Fulton shall send a written notice of sanction determination to the following:

1. The local board:

a. The local board chair; and

b. The CLEO of the LWDA; or

2. The Agency grantees' executive leadership; and

3. The sub-recipient.

D. The sanction determination date of notice shall be the date the sanction determination is sent by certified mail. All sanction determinations shall be sent by electronic transmission and by certified mail, return receipt requested.

E. The sanction determination shall include the following information:

1. The sanctionable act upon which the sanction was based.
2. The sanction level in which the board or grant recipient is placed and the conditions under which the sanction may be removed.
3. The penalty and the effective date of the penalty.
4. The corrective action required, including the timeline for completing the corrective action; and
5. The technical assistance contact from WorkSource Fulton or another entity to assist in completing the corrective action.

F. WorkSource Fulton shall send the sanction determination in advance of the effective date of the sanction.

X. Appeals Process

- a. WorkSource Fulton's Division Manager shall appoint one or more members of the LWDB's Executive Committee to hear and decide appealed decisions. No person shall participate on behalf of WorkSource Fulton in any case in which he or she is an interested party.
- b. Unless an appeal is withdrawn, the LWDB's Executive Committee members appointed to hear the appeal, after affording the parties reasonable opportunity for fair hearing, shall affirm or modify the findings of fact and initial determination or shall make a decision after hearing on issues referred by WorkSource Fulton. The parties shall be duly notified of such decision, together with the reasons therefor, which shall be deemed to be the final decision of WorkSource Fulton.

XI. The Notice of Appeal

- a. Any sub-recipient dissatisfied with a sanction determination may file in writing a notice of appeal with WorkSource Fulton, setting forth the name of the sub-recipient and the date of such determination.
- b. A determination establishing a sanction shall be deemed final unless a written appeal is filed within 15 calendar days after the determination is handed to or mailed to WORKSOURCE FULTON. An appeal will be considered timely if postmarked, delivered or filed in person within 15 days of the mailing date of the determination. For purposes of these rules, a postal meter mark will not be considered to be a postmark.

XII. The Notice of Hearing

- a. Sanction hearings shall be scheduled promptly and may be conducted in whole or in part by telephone. The LWDB's Executive Committee members appointed to hear the appeal shall determine the time, place, and manner in which appeals shall be conducted. The record of a telephone hearing must reflect the consent of the parties to the transacting of the hearing by telephone and that the use of telephonic communications has not jeopardized the rights of any party. In the absence of such consent, an in-person hearing will be scheduled. If any

party anticipates a conflict with any possible hearing dates within the next four weeks after the receipt of notice from the department that an appeal has been filed, then that party should immediately notify the appeals tribunal of the date(s) of unavailability. Once a hearing has been scheduled, postponement or continuation of the hearing is within the discretion of the administrative hearing officer.

- b. All in-person appeals, except where waiver is given, shall be heard by the LWDB's Executive Committee members appointed to hear the appeal at the earliest possible date, but no earlier than 7 calendar days after written notice of the time and place is mailed to the interested parties. Hearings conducted telephonically, except where waiver is given, shall be heard by the LWDB's Executive Committee members appointed to hear the appeal no earlier than 10 calendar days after written notice of the time and place is mailed to the interested parties.
- c. The notice of hearing shall cite the sections of the policy and procedure pertinent to the appeal and include a general statement of the issues involved.

XIII. The Hearing

- a. The LWDB's Executive Committee members appointed to hear the appeal shall issue notice of the requirement of good faith of conduct in all hearing proceedings prior to accepting testimony and shall conduct the hearing in an orderly manner. The LWDB's Executive Committee members appointed to hear the appeal shall develop the record by conducting appropriate inquiries and shall allow each party an opportunity to present its case.
- b. Appeals may be heard at any place designated by the LWDB's Executive Committee members appointed to hear the appeal.

XIV. Form and Contents of Decision

- a. A postponement of the hearing may be granted upon request showing providential cause will prevent the attendance of a party. A request for postponement must be made at the earliest practical time and must be made and submitted to WORKSOURCE FULTON in writing or by facsimile transmission. In the absence of very unusual circumstances, a business engagement will not constitute good cause for postponement. Such requests may be granted or denied at the discretion of the LWDB's Executive Committee members appointed to hear the appeal.

6.5 DISASTER RESPONSE AND COORDINATION

WorkSource Fulton adheres to Fulton County policy for the continuation of operations in the event of a declared emergency or disaster situation.

As the current sub-contractor for Rapid Response Services, GDOL administers first contact with employers filing WARN notices for mass layoffs. Upon communication from GDOL, WorkSource Fulton will support responding to significant dislocation events with support for employment and training services.

CHAPTER 7 FINANCIAL AND GRANT MANAGEMENT

7.1 COST PRINCIPLES

GENERAL PROVISIONS FOR SELECTED ITEMS OF COST

WorkSource Fulton adheres to provisions outlined in accordance with 2 *CFR* § 200 – The location in the Code of Federal Regulations that contains “Title 2: Grants and Agreements PART 200—UNIFORM ADMINISTRATIVE REQUIREMENTS, COST PRINCIPLES, AND AUDIT REQUIREMENTS FOR FEDERAL AWARDS Subpart E—Cost Principles.” These cost principles include regulations defining what costs are allowable and allocable to federal grants.² *CFR* Part 200 also sets forth criteria for acceptable methods of charging salaries and wages to federally funded programs

CFR PART 200—UNIFORM ADMINISTRATIVE REQUIREMENTS, COST PRINCIPLES, AND AUDIT REQUIREMENTS FOR FEDERAL AWARDS are adhered to by WorkSource Fulton for applicable federal grant funds.

Employees Working on a Single or Multiple Cost Objective

Employees who work solely on a single cost objective will have their time allocation confirmed twice annually through the use of a *Semi-Annual Certification*. The employee, Division Manager, and designated staff with first-hand knowledge of the employee’s work will certify that all time allocation expended was in accordance with the cost objective identified.

Semi-Annual Certifications will include the names of all individuals paid through a specified federal grant who have worked on a single cost objective in the previous six-month period. These certifications will be distributed by the appropriate Fiscal Officer for the time period of July 1st – December 31st and January 1st – June 30th. The *Semi-Annual Certifications* will be collected and reviewed by the appropriate Fiscal Officer in a timely fashion, on or about by the end of the following month in which they are distributed.

If at any time the employee and/or Fiscal Officer note that an employee’s duties are no longer solely committed to a single cost objective, the employee will immediately be determined to be working on multiple cost objectives and will begin following the process listed in section below to document her/his time allocation.

7.2 TIME ALLOCATION CERTIFICATION

WorkSource Fulton adheres to the use of the Fulton County Government’s approved Cost Allocation Plan via the cognizant agency the Department of Health and Human Services for Indirect charges of federal grants when applicable.

2.5 Continuous Improvement Pilots

As instructed in 20 CFR § 678,800 (b), the Fulton LWDB may test and pilot new policies and procedures that deviate from documented internal policies and procedures in order to improve effectiveness, accessibility, and/or delivery of services.

In order for a new practice(s) or process (es) to qualify for testing or piloting under this policy, the Workforce Division Manager must provide the LWDB with the following:

- Ensure all state and federal policies are upheld
- Include input from customers, frontline staff and managers as applicable
- Include a plan to implement and evaluate the results of the changes, and
- Identify a defined start and end date of the test.

The Fulton LWDB will obtain informed consent from any individual seeking or participating in WIOA services if the testing impacts a customer-facing process or procedure.

The LWDB will place the informed consent if applicable and a brief description of the pilot or testing as described in the individual's file.

1.) Human Centered Design Pilot and Policy Waivers

The five metro Atlanta Workforce Development Boards (WDBs), collectively identified as WorkSource Metro Atlanta, in partnership with Atlanta CareerRise received a grant from the National Fund for WorkSource Solutions to implement public policy changes and workforce system improvements. One of the objectives of this grant is to develop and pilot a single customer-centric process informed by a Human Center Design Process to align the Workforce Innovation and Opportunity ACT (WIOA) intake through enrollment process. This work is also in alignment with Federal Regulation 20 CFR § 678.800 (b), How are one-stop centers and one-stop delivery systems certified for effectiveness, physical and programmatic accessibility, and continuous improvement? This work has been designed to focus on the equity and inclusion of every participant accessing the WDBs and continuous improvement to keep the customers at the center of the design by gaining constant feedback on new processes, materials and documentation.

Beginning in February of 2020, four of the five WDBs (Atlanta Regional Commission, Cobb, DeKalb and Fulton) will begin a Pilot Phase One that will include an aligned Intake –through Eligibility process. The new process was created from feedback from customers and staff while aligning with state and federal requirements.

The goal of the Pilot Phase One is to implement a process that a customer can complete in 30 business days, increasing their agency through eligibility and allowing more intensive support services through career advisement.

The Pilot Phase One will be implemented by WDB staff supported by Endurance Project Management, a consultant retained by Atlanta CareerRise. A multi-prong evaluation will collect data on client progression, impacted frontline staff data and subjective input, and client subjective feedback during and after completion of the process.

At the conclusion of Pilot Phase One in April 2020, the participating centers will make adjustments to improve the Intake – Eligibility process based on feedback from customers and staff.

A subsequent Pilot Phase 2 will begin commence March 15, 2020 through July 15, 2020, and will include improvements from Pilot Phase One and will cover the entire process from intake through suitability and enrollment in training.



WORKFORCE BOARD REPORT
Local Area 006 Region 3

WIOA Grant Funding Summary

Period Ending March 31, 2020



Funding	Program Year	Award	Expended	% Expended	*Obligated	% Obligated	** Projected Balance	% Remaining	
ADMINISTRATION									
Ending June 2020	PY 2018	\$ 316,521.00	\$ 311,970.04	99%	\$ 4,550.96	1%	\$ 4,550.96	1%	On Track for 6/30/2020
Ending June 2021	PY 2019	\$ 324,694.00	\$ 173,256.04	53%	\$ 23,895.00	7%	\$ 127,542.96	39%	
TOTAL		\$ 641,215.00	\$ 485,226.08		\$ 28,445.96		\$ 155,988.92		Pending PY 20 Budget Approval
ADULT									
Ending June 2020	PY 2018	\$ 1,428,743.00	\$ 892,860.56	62%	\$ 535,882.44	38%	\$ 535,882.44	38%	On Track for 6/30/2020
Ending June 2021	PY 2019	\$ 1,435,362.00	\$ 66,612.63	5%	\$ -	0%	\$ 1,368,749.37	95%	
TOTAL		\$ 2,864,105.00	\$ 959,473.19		\$ 535,882.44		\$ 1,904,631.81		Pending PY 20 Budget Approval
DISLOCATED WORKER									
Ending June 2020	PY 2018	\$ 637,408.00	\$ 447,619.08	70%	\$ 189,788.92	30%	\$ 189,788.92	30%	On Track for 6/30/2020 (\$657,627) Transferred to Adult
Ending June 2021	PY 2019	\$ 777,022.00	\$ 63,718.43	8%	\$ -	0%	\$ 713,303.57	92%	(\$763,187) Transferred to Adult
TOTAL		\$ 1,414,430.00	\$ 511,337.51		\$ 189,788.92		\$ 903,092.49		Pending PY 20 Budget Approval
YOUTH									
Ending June 2020	PY 2018	\$ 782,538.00	\$ 515,756.82	66%	\$ 266,781.18	34%	\$ 266,781.18	34%	On Track for 6/30/2020
Ending June 2021	PY 2019	\$ 709,873.00	\$ 16,289.53	2%	\$ -	0%	\$ 693,583.47	98%	
TOTAL		\$ 1,492,411.00	\$ 532,046.35		\$ 266,781.18		\$ 960,364.65		Pending PY 20 Budget Approval
AWARD TOTAL		\$ 6,412,161.00	\$ 2,488,083.13	39%	\$ 1,020,898.50	16%	3,924,077.87	61%	

*Obligations are a minimum of 80% requirement criteria for Adult, DW, and Youth contractual commitment and pending operating invoices for payment. (80% does not apply to Administration Total)

PY18 Obligations	Amount	Expended	Pending Payments	Contract Balance
ResCare	\$ 2,300,000.00	\$ 1,443,947.88	\$ 111,553.37	\$ 744,498.75
In The Door, LLC.	\$ 103,126.00	\$ 42,887.71		\$ 60,238.29
Norred Security	\$ 15,000.00	\$ 11,005.84	\$ 480.40	\$ 3,513.76
Atlanta Regional Commission	\$ 12,000.00	\$ 6,000.00		\$ 6,000.00
Operating Invoice Payments due	\$ 28,445.96	\$ -	\$ 22,434.34	\$ 28,445.96
Total Contract Obligations	\$ 2,458,571.96	\$ 1,503,841.43	\$ 134,468.11	\$ 814,250.80

**Projected Balance includes YTD contract obligations plus operating remaining balance.

FULTON COUNTY GOVERNMENT

WIOA Title I Local Area 006 Budget Narrative

July 1, 2020 – June 30, 2021

A. INTRODUCTION

The Fulton County, Workforce Division is aligned with the functions of economic development and workforce development as required by WIOA. This will enable Fulton County to more effectively connect recipients with new and growing employers in need of a trained and qualified workforce.

B. PROGRAM YEAR EXPENSES

Fulton County Government, Select Fulton, Workforce Division, similar to other Georgia LWDB’s is sourced provider model. This model will enable staff and the Fulton LWDB to focus on tailoring a more holistic approach to workforce development activities rather than executing the front line functions of the grant.

a. SUB-AWARDS -CONTRACTUAL SERVICES

Providers – Professional Services	Budgeted Amount
MAX Year 2 renewal of 3 Year agreement	5,000.00
Atlanta Regional Commission – ITA Performance Admin.	\$12,000.00
In The Door, LLC – One Stop Operator	\$103,085.00
Arbor, Employment & Training d/b/a ResCare, Inc.	\$2,350,000.00
TOTAL CONTRACTUAL	\$2,470,085.00

- 1) In the Door, LLC is the One-Stop Operator provider. Provider will manage the Fulton North Career Center for WorkSource Fulton, referrals of mandated WIOA partners provide linkage and engagement of business and community organizations.
- 2) ResCare is a sub-recipient that will provide case management, referral, linkages, and provide staff and customers access to resources and linkage with community agencies for Career Center and Youth services. Provider will submit reports and make presentation to the Local Workforce Development Board, developing and maintaining relationships with employers to connect job opportunities for enrolled participants, attending meetings as needed for the program.

- 3) WorkSource Fulton is one of the five Metro Atlanta Region Boards that have an agreement with Atlanta Regional Commission (ARC) for the administration of the local Eligible Training Provider List (ETPL). Training programs seeking to be added to the ETPL submit their applications to ARC for a committee of five (5) LWDB representatives evaluate for minimum performance standards and approval to accept ITAs. ARC provides performance review of existing providers to grant subsequent eligibility to remain on the ETPL.
- 4) Metro Atlanta Exchange for Workforce Solutions (MAX) – Anchor sponsor for collaborative of workforce development organizations and community partners seeking to increase economic competitiveness and economic mobility of the Metro Atlanta region.

b. SALARIES AND FRINGE

Salaries and fringe benefit costs are calculated for (12) essential personnel assigned to administrative and program activities including but not limited to compliance of sub-recipients. A reduction of personnel has reduced this line item by approximately \$105K which is a salary savings of funding to be utilized for increasing program initiatives. The benefits offered is a competitive average rate which does not exceed thirty-two percent (32%) of staff salaries and accounts for the full package of benefits that consists of (a) medical, dental, and vision coverage; (b) short-term and long-term disability insurance; (c) holiday and sick leave pay; life insurance; and (e) FICA and Unemployment Insurance. The County offers a Match retirement benefit through 401-A and 457 Defined Contribution plans for all full time employees and performance annually based on department measures through Key Performance Indicators (KPI). Personnel is responsible for the sub-recipient monitoring, development, administration, financial reporting, data validation and also attending meetings and conferences as necessary for the period of performance beginning on July 1, 2020 through June 30, 2021.

c. TRAVEL AND TRAINING

Travel: A total of twelve (12) personnel are expected to travel for approved county and state administrative sites for program field work, to attend advisory committee meetings, community partner and stakeholder meetings, conferences, workshops, and/or other monitoring oversight purposes that are necessary to accomplish proposals objectives or disseminate its results. The cost of four (4) to five (5) Board members are budgeted for travel to represent WorkSource Fulton and attend meetings and conferences that are necessary to accomplish the local and regional state approved plan. Travel expenses include (M&IE) per diem rate, lodging, transportation, meals, and fees. Rates are established by the Federal General Services Administration (GSA) and do not require substantiation of

receipts. Location-specific information for M&IE can be found at www.gsa.gov/perdiem. Travel: Mileage reimbursement to direct staff and Board

members are based on costs for local and out of state travel to and from training sites, employer sites, partner sites and any out of town conferences and professional development training. Rate is based on the approved published Internal Revenue Service standard mileage rate for 2020 rate at 57.5 cents per mile/yr. <https://www.irs.gov/newsroom/irs-issues-standard-mileage-rates-for-2020>

d. TELEPHONE & TELEGRAPH EQUIPMENT – *Non-Capitalizable depreciation value under \$5,000*

Mobile phones and broadband hotspots are provided for nine (9) personnel to communicate while conducting outreach, engagement, and meetings with regional partners and stakeholders. Supports staff performing administrative and programmatic functions that will work out of various satellite offices for required WIOA activities in accordance with the Uniform Grant Guidance outlined in Uniform Grant Guidance, 2 CFR 233. The purchase of new equipment is not budgeted for 2020 due to purchases for upgrades in the 2019.

e. SUPPLIES

Total direct charges to this cost category not to exceed \$1,650.00 includes consumable supplies for program staff and participants, binders, file folders, printer paper, toner, staples, and all other necessary office supplies. Purchases will be conducted in adherence to the Fulton County Government Procurement and Purchasing policies and procedures and the Uniform Grant Guidance, 2 CFR 200.94 and will only utilize the county/state approved office supply vendor rates. *Supplies are for general office functions for program staff and participants which includes postage and copier usage.*

f. PHOTOCOPIER

This cost is associated with photocopies made by staff for day to day administrative functions of the program. Charges are based on quantity, and ink and are tabulated monthly by the County's Information Technology Department based on usage.

g. OTHER

1) Hospitality: Is an expense incurred to entertain dignitaries or clients to promote the County's business, programs or support the County's objectives. A cost not to exceed \$4,000 to promote the program, it may include meals (food and beverage - no alcohol), tickets, sponsorships, accommodation, and other amenities at taxpayer expense. Hospitality may be extended in an

economical manner when it can facilitate government business and/or is considered desirable as a matter of courtesy or protocol when engaging in discussion of official public matters with or sponsoring formal conference for representatives from other governments, business and industry, providing people from national, international or charitable organizations with an understanding or appreciation of Fulton County and the workings of its government;

- 2) Subscriptions: Includes fees associated with customer online surveys information for performance reporting on customer satisfaction of program delivery; Database Software is the cost of Chmura, Jobs EQ Platform online system for Data Management Information Systems and Labor Market Information required for tracking and reporting in accordance with the WIOA regulations;
- 3) Publications: Includes the Federal Grant Management Handbook which is available in print, online and dual formats, Thompsons Grants' provides the Office of Management and Budget (OMB) guidance to stay in compliance with government funding. This resource is a resource for grant expenditures, documentation and reporting.
- 4) Memberships: Include fees associated with but not limited to, Chamber of Commerce memberships, industry associations, and industry specific literature. (*Georgia Workforce Leadership Association, Government Finance Officers Association, National Association of Workforce Board Development, National Association of Workforce Professionals, and Southeastern Training Association*)
- 5) Fuel: This includes the cost of fuel for the WorkSource Fulton Mobile Bus. Costs are associated for local and regional workforce and community engagement activities year round.
- 6) Vehicle Maintenance & Repairs: The WorkSource Fulton Mobile Bus is budgeted for maintenance, repairs, and insurance costs billed monthly.

C. SPENDING PRIORITIES AND NEW SPENDING

a. Sub-Awards

Service Providers are awarded in contracts for services from Fulton County in June 2020 to expire in June 2021, with the option for year three renewals. Currently, we have budgeted \$2,470,085.00 for sub-recipients. These will include specific performance metrics and milestones which are measured annually. The intent is

to continually earmark grant funds for a sourced provider annually as new grant awards become available.

b. Integration of Economic Development

A review of all programmatic efforts and opportunities to align them with the functions of Economic Development will also be carried out this year. Items like hiring fairs, business services, work-based learning and other programs will be evaluated to support the needs of Fulton County businesses seeking to provide in-demand opportunities and competitive wages.

D. LWDB BUDGETING PROCESS

Staff has worked closely with the LWDB to develop a budgeting plan to earmark funds for a procured service providers, Arbor Employment & Training d/b/a ResCare, Inc. and One-Stop Operator, In the Door, LLC. These funds will serve as the core budget of all programmatic efforts. The Finance Taskforce Committee reviews the proposed budget and makes recommendation and changes before submitting the budget to the full LWDB for approval. The Finance Committee receives monthly budget updates and recommends adjustments to the LWDB as necessary to ensure full expenditure of grant funds.

E. PLANS TO SPEND

Obligated eighty percent (80%) of prior year funds (2019 - 2020) and (2020 - 2021) are committed in sub-awards to ResCare Workforce, In the Door, LLC, One-Stop Operator, and Atlanta Regional Commission for the Performance of Eligible Individual Training Provider's services to carry out Career Center and Youth services.

Fulton leverages the source provider model to ensure adequate and timely expenditure of grant funds. Year One funds are utilized for County personnel and operating expenses, while Year Two funds are earmarked for sub-recipient invoices. This ensures that each year, Fulton meets federal obligation requirements, as well as providing maximum opportunity to expend funds on participant activities. Fulton monitors invoices on a monthly basis and provides the Finance Committee with monthly status reports to determine spending forecasts and ability to completely exhaust all formula funds on an annual basis.

F. WORK EXPERIENCE

Sub-award to service provider Arbor d/b/a ResCare, Inc. is budgeted to with a minimum of twenty percent (20%) to enroll and serve eligible Out-of-School Youth clients in Work Experience. WorkSource Fulton staff conducts monthly reviews for compliance of wages paid and allowable cost reimbursable expenses. This is monitored closely for compliance by the Grants Administration Manager, Budget Analyst Specialist, Performance Compliance Unit,

and via sub-recipient monitoring annually in accordance with WIOA federal requirements. Currently no funding is earmarked for Incumbent Worker Training or On-the-Job Training.

G. LARGE PURCHASE

WorkSource Fulton has not budgeted a line item for a large purchases for 2020 spending.

H. PERSONNEL

WorkSource Fulton has twelve (12) permanent full time personnel positions salary and fringe benefits costs estimates are included in the line item budget forecast for Program Year 2020. One position is currently vacant.

Position Titles and Descriptions attached:

Direct administrative funded positions include the following job titles; Workforce Division Manager, Grant Administration Manager, Budget Analyst Specialist, and Facilities and Information Technology Coordinator (Admin Coordinator II).

Direct program funded positions include the following job titles; Workforce Division Manager, Programs Manager, Data and Information Manager (Program Manager, Compliance), Workforce Business Services, Program Specialist (Social Services Coordinator II), Program Coordinator (Administrative Coordinator II), Data and Information Specialist (Senior Records Administrator), and two (2) Community Engagement Specialists.

I. COST ALLOCATION METHODOLOGY

Budgets and costs are allocated with the participant counts of eligible clients for expenditures and staff salary and fringe benefits. This is reviewed bi-annually for marginal adjustments to ensure the cost benefits the Adult, Dislocated Worker, Youth Program and Administrative Cost Pools.

J. TOTAL DIRECT CHARGES = \$3,678,841.00

Comprised of items **B – I**

K. COST ALLOCATION PLAN (INDIRECT CHARGES)

Fulton County has an approved Cost Allocation Plan approved via their Cognizant Agency, for all grant funded efforts that serve the citizens who reside in the county to carry out the vision, mission, goals of the Chief Elected Official, Board of Commissioners and County Manager. Indirect costs to program for Fulton County’s services to support the Select Fulton, Division of Workforce Development including but not limited to financial, human resource, procurement, purchasing, information technology support, janitorial, maintenance, and lease at approved

rate of 55.61% via the HHS cognizant agency based on the approved county Cost Allocation Plan 2018 and approved Indirect Cost Rate. Indirect costs are not currently funded.

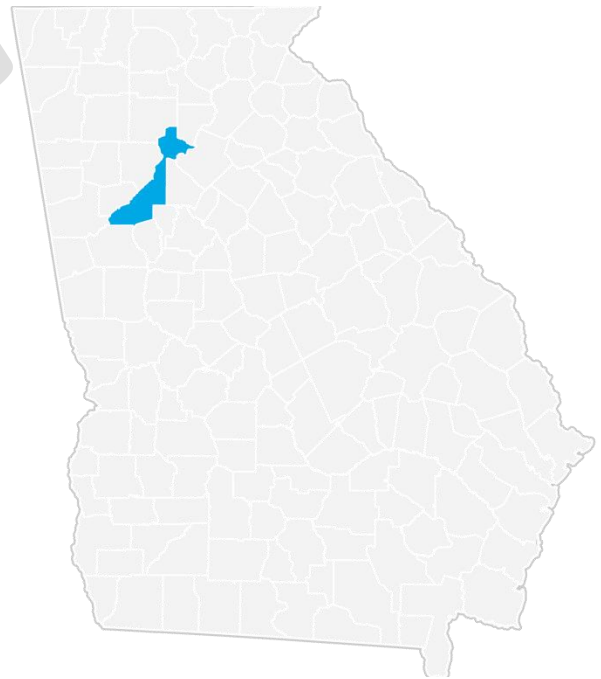
L. WIOA BUDGET TOTALS: \$3,678,841.00

Fulton County Select Fulton, WorkSource Fulton	
WIOA Grant Program - Administrative, Adult, DW, and Youth	Amount
Subcontractors	\$2,470,085.00
Personnel	\$790,904.00
Fringe & Benefits <i>FICA rate (0.0835%). Costs do not exceed (0.32%)</i>	\$338,959.00
Travel <i>(includes registration fees)</i>	\$25,100.00
Board Travel <i>(includes registration fees)</i>	\$7,800.00
Telephone & Telegraph Equipment – Mobile phones <i>(Capitalized (depreciated value under \$5,000.00))</i>	\$8,868.00
Supplies	\$1,650.00
Photocopier	\$4,772.00
Hospitality <i>(Includes Board and Program activities)</i>	\$3,600.00
Subscriptions, Directories, Publications	\$10,110.00
Memberships	2,183.00
Fuel – Mobile Bus	\$9,810.00
Vehicle Maintenance/Repair – Mobile Bus	\$5,000.00
Overhead: Office Facilities, Utilities, Vehicle Insurance <i>(In-Kind Contribution/Leveraged Resources)</i>	\$0.00
In-Kind Contribution/Leveraged Resources One-Stop Cost Sharing Infrastructure Agreement	\$0.00
Total Direct	\$3,678,841.00
Indirect Cost Rate @ 55.61%	\$0.00
Total Budgeted	\$3,678,841.00

Fulton County Workforce Plan

Workforce Innovation and Opportunity Act
WIOA Local Plan for 2020 – 2023

DRAFT



The Fulton County Local Workforce Area
(Area 6) is comprised of Fulton County, GA,
as displayed in the map on the right



Table of Contents

Strategic Elements, Governance and Structure.....3

Local Boards and Plan Development.....52

Service Delivery and Training.....57

Coordination with Core Partners.....66

Performance, ETPL, and Use of Technology.....68

State Initiatives and Vision.....83

Attachments.....84

ATTACHMENTS:

- 1 – Local Workforce Development Board Member Listing
- 2 – Local Negotiated Performance
- 3 – Comments that Express Disagreement
- 4 – Signature Page



Strategic Elements, Governance and Structure

1. **Identification of the Fiscal Agent** – Provide an identification of the entity responsible for the disbursement of grant funds described in WIOA § 107(d)(12)(B)(i)(III) as determined by the chief elected official.

The fiscal agent for Local Workforce Area 6, Fulton County, as designated by the Chief Elected Official is:

Sharon Whitmore, Chief Financial Officer
Fulton County Government
141 Pryor Street, SW
Atlanta, GA 30303

2. **Description of Strategic Planning Elements** – Provide a description of the strategic planning elements listed below. A complete answer will rely on a variety of data sources and employer input. Also describe how the information was gathered and what partners and employers were consulted.
 - a. Provide an analysis of the regional economic conditions including existing and emerging in-demand industry sectors and occupations; and the employment needs of employers in those industry sectors and occupations. Include the listing of occupations in demand within the region and describe how the list was developed citing source data.

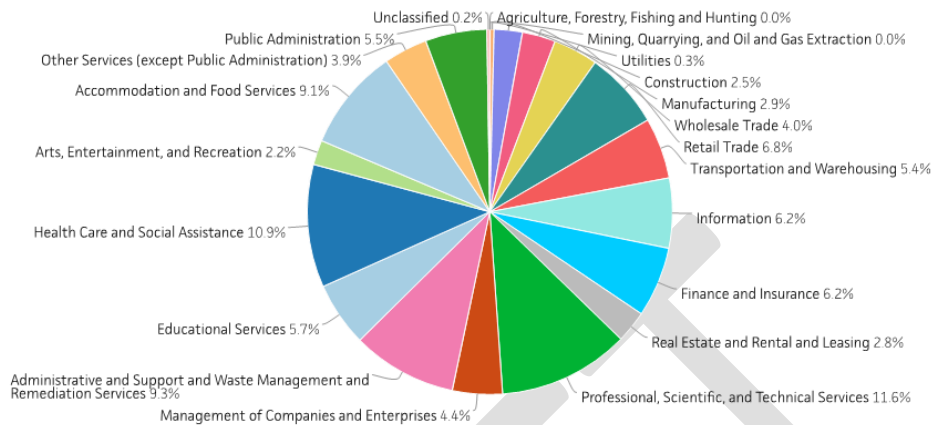
Fulton County Industry Analysis

Of the over 947,000 workers employed, the largest sector in Fulton County, Georgia is Professional, Scientific, and Technical Services, employing 110,049 workers. The next-largest sectors in the region are Health Care and Social Assistance (103,103 workers) and Administrative and Support and Waste Management and Remediation Services (88,067). High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average. The sectors with the largest LQs in the region are Information (LQ = 3.14), Management of Companies and Enterprises (2.93), and Professional, Scientific, and Technical Services (1.72).



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Total Workers for Fulton County, Georgia by Industry



Source: JobsEQ® Data as of 2019Q4

Sectors in Fulton County, Georgia with the highest average wages per worker are Management of Companies and Enterprises (\$160,692), Mining, Quarrying, and Oil and Gas Extraction (\$147,148), and Finance and Insurance (\$139,466). Regional sectors with the best job growth (or most moderate job losses) over the last 5 years are Management of Companies and Enterprises (+25,570 jobs), Health Care and Social Assistance (+18,892), and Professional, Scientific, and Technical Services (+14,802). Over the next 5 years, employment in Fulton County, Georgia is projected to expand by 64,599 jobs. The fastest growing sector in the region is expected to be Health Care and Social Assistance with a +2.0% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Health Care and Social Assistance (+10,992 jobs), Professional, Scientific, and Technical Services (+10,321), and Accommodation and Food Services (+7,178).

NAICS	Industry	Current			5-Year History		5-Year Forecast				
		Empl	Avg Ann Wages	LQ	Empl Change	Ann %	Total Demand	Exits	Transfers	Empl Growth	Ann % Growth
54	Professional, Scientific, and Technical Services	110,049	\$109,667	1.72	14,802	2.9%	59,311	18,193	30,798	10,321	1.8%
62	Health Care and Social Assistance	103,103	\$63,041	0.76	18,892	4.1%	61,874	25,019	25,863	10,992	2.0%
56	Administrative and Support and Waste Management and Remediation Services	88,067	\$54,298	1.45	13,271	3.3%	57,885	22,098	30,142	5,645	1.3%
72	Accommodation and Food Services	85,834	\$26,319	1.00	9,620	2.4%	79,204	31,878	40,149	7,178	1.6%
44	Retail Trade	64,839	\$39,466	0.67	4,716	1.5%	45,700	19,368	24,472	1,859	0.6%
52	Finance and Insurance	59,033	\$139,466	1.58	10,403	4.0%	31,798	10,696	17,560	3,541	1.2%
51	Information	58,563	\$121,318	3.14	10,167	3.9%	31,539	10,393	18,430	2,717	0.9%
61	Educational Services	54,110	\$62,096	0.70	5,059	2.0%	29,375	12,393	13,373	3,609	1.3%
92	Public Administration	51,647	\$76,919	1.16	2,726	1.1%	26,438	10,226	13,914	2,298	0.9%



Fulton Workforce Development Area – WIOA Plan for 2020-2023

NAICS	Industry	Current			5-Year History		5-Year Forecast				
		Empl	Avg Ann Wages	LQ	Empl Change	Ann %	Total Demand	Exits	Transfers	Empl Growth	Ann % Growth
48	Transportation and Warehousing	51,155	\$51,893	1.18	5,921	2.5%	31,789	11,949	16,169	3,671	1.4%
55	Management of Companies and Enterprises	41,960	\$160,692	2.93	25,570	20.7%	22,103	7,186	12,264	2,653	1.2%
42	Wholesale Trade	37,553	\$98,328	1.05	-2,199	-1.1%	21,310	7,534	12,486	1,291	0.7%
81	Other Services (except Public Administration)	36,687	\$39,020	0.87	3,543	2.1%	23,697	9,789	11,687	2,222	1.2%
31	Manufacturing	27,919	\$78,706	0.36	1,646	1.2%	15,203	5,406	9,256	540	0.4%
53	Real Estate and Rental and Leasing	26,841	\$80,034	1.63	5,566	4.8%	15,784	6,360	7,617	1,807	1.3%
23	Construction	23,712	\$78,442	0.44	4,457	4.3%	14,161	4,334	7,754	2,074	1.7%
71	Arts, Entertainment, and Recreation	20,641	\$43,132	1.09	5,843	6.9%	16,725	6,728	8,310	1,686	1.6%
22	Utilities	3,072	\$121,834	0.63	-40	-0.3%	1,442	505	889	49	0.3%
99	Unclassified	2,368	\$68,571	2.37	-748	-5.3%	1,537	580	796	161	1.3%
11	Agriculture, Forestry, Fishing and Hunting	286	\$37,748	0.02	-49	-3.1%	175	68	91	16	1.1%
21	Mining, Quarrying, and Oil and Gas Extraction	202	\$147,148	0.05	111	17.4%	121	35	72	15	1.4%
Total - All Industries		947,641	\$76,507	1.00	139,280	3.2%	596,784	227,458	304,727	64,599	1.3%

Source: [JobsEQ®](#)

Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2019Q2 with preliminary estimates updated to 2019Q4. Forecast employment growth uses national projections adapted for regional growth patterns.

Regional Perspective

[Waiting for Regional Plan from Atlanta Regional Area]

In 2017, the Metro Atlanta Region was home to nearly 2.4 million jobs. The largest industries in 2017 were Healthcare and Social Assistance, Retail Trade, and Professional, Scientific, and Technical Services. Combined, these three industries represent nearly one-third of all employment in the region.

Overall, employment in the region has grown steadily over the past 10 years, adding over 140,000 jobs despite a dip in employment due to the nationwide recession. Employment growth has been even more dramatic if measured since 2012, as the recovery from the recession began. Over this 5-year period, the region added over 240,000 jobs, increasing employment by 12%, or an average annual rate of 2.3%. This rate of growth outpaces employment growth in the State of Georgia and the US, which have increased at an average annual rate of 1.9% and 1.6%, respectively.

Employment in the region is expected to continue to grow, increasing by nearly 130,000 jobs. Replacement demand accounts for over 90% of total annual job demand.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Combined, new and replacement demand are expected to account for nearly 112,000 job openings in the Metro Atlanta Region annually.

Regional In-Demand Industries

Regionally, the five Metro Atlanta Workforce Development Boards (City of Atlanta, Cobb County, DeKalb County, Fulton County, and the 7 counties included in the ARC Region) have identified three industries to target. These industries are:

- Healthcare
- Information Technology
- Transportation, Distribution, and Logistics.

These industries were selected for a variety of reasons; including their size, past and projected growth and demand for workers, existing skill gaps, relevance to multiple counties in the region, and the accessibility and quality of the jobs offered. While these industries were selected for the Metro Atlanta Region, each workforce board may also elect to select additional industries to focus on within its local area.

The emerging industries selected are Advanced Manufacturing and Construction.

The Healthcare industry, which represents a range of industry sectors, including offices of physicians, hospitals, home health services, and nursing homes, accounts for 190,000 jobs in the Metro Atlanta Region. General and Medical Surgical Hospitals account for over a third of industry employment, representing over 81,000 jobs in 2019. Offices of Physicians (except Mental Health Specialists) is also a major sector, accounting for over 47,000 jobs in the region.

Healthcare Industry Overview, 6 Digit NAICS - WorkSource Metro Atlanta

NAICS	Industry	2019 Jobs	% of Jobs	Location Quotient	Avg Ann Wages
622110	General Medical and Surgical Hospitals	81,184	29%	0.86	\$65,080
621111	Offices of Physicians (except Mental Health Specialists)	47,175	17%	1.11	\$87,143
624410	Child Day Care Services	23,862	9%	1.27	\$23,404
621210	Offices of Dentists	15,928	6%	1.03	\$55,992
621610	Home Health Care Services	14,640	5%	0.56	\$32,771
623110	Nursing Care Facilities (Skilled Nursing Facilities)	11,925	4%	0.46	\$37,619

Source: JobsEQ 2019Q3

Employment in the Healthcare industry continued to grow dramatically outpacing overall employment growth in the region. Since 2014, the industry has added over 40,000 jobs, expanding employment by 19%. This growth was led by the General Medical and Surgical Hospitals and Offices of Physicians (Except Mental Health Specialists) sectors, which both added over 14,000 jobs. The Home Health Care Services grew rapidly over



Fulton Workforce Development Area – WIOA Plan for 2020-2023

this period as well, expanding employment by 19%, or over 2,000 jobs. The Healthcare industry sectors that have added the most jobs over the past 5 years are summarized in the following table.

Historic Change in Healthcare Industry Employment, 6 Digit NAICS - WorkSource Metro Atlanta					
NAICS	Industry	Employment		5-Year	
		2014	2019	# Change	% Change
622110	General Medical and Surgical Hospitals	66,434	81,184	14,750	22%
621111	Offices of Physicians (except Mental Health Specialists)	40,482	47,175	6,693	17%
624410	Child Day Care Services	22,340	23,862	1,522	7%
621210	Offices of Dentists	13,844	15,928	2,084	15%
621610	Home Health Care Services	12,261	14,640	2,379	19%
Total - Health Care Industry		236,480	278,304	43,838	19%

Source: JobsEQ 2019Q3

Employment in the Healthcare industry is expected to continue to grow by expanding employment by 10%, or over 27,000 new jobs. Annually, the industry is expected to have 5,000 job openings in the region, due to both new demand and replacement demand. New demand (jobs created from employment growth) account for 2% of these openings. General and Medical Surgical Hospitals are projected to drive employment growth in the industry, adding over 3,000 jobs. The Healthcare industry sectors that are projected to add the most jobs over the next 5 years are summarized in the following table.

Projected Change in Healthcare Industry, 6 Digit NAICS - WorkSource Metro Atlanta						
NAICS	Industry	5-Year Projections		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
622110	General Medical and Surgical Hospitals	3,772	5%	754	16%	84%
621111	Offices of Physicians (except Mental Health Specialists)	4,282	9%	856	27%	73%
624410	Child Day Care Services	1,440	6%	288	17%	83%
621210	Offices of Dentists	1,229	8%	246	10%	90%
621610	Home Health Care Services	3,446	24%	689	54%	46%
624120	Services for the Elderly and Persons with Disabilities	2,053	21%	411	40%	60%
Total Healthcare Industry		27,305	10%	5461	2%	98%

Source: JobsEQ 2019Q3

Information Technology

The Information Technology industry is also a major employer in the Metro Atlanta



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Region, accounting for over 77,000 jobs. The industry is composed of employers ranging from data centers to software designers and consultants. The largest sectors in the Information Technology industry are Wired Telecommunications Carriers, which account for 22,384 jobs.

NAICS	Industry	2019 Jobs	% of Jobs	Location Quotient	Avg Annual Wages
517311	Wired Telecommunications Carriers	22,384	24%	2.67	\$121,391
511210	Software Publishers	15,173	17%	2.14	\$122,749
512110	Motion Picture and Video Production	11,927	13%	2.87	\$78,251
518210	Data Processing, Hosting, and Related Services	10,908	12%	1.93	\$132,937
515120	Television Broadcasting	8,355	0%	3.93	\$138,504
517312	Wireless Telecommunications Carriers (except Satellite)	4,699	5%	2.69	\$109,059
519130	Internet Publishing and Broadcasting and Web Search Portals	4,345	5%	0.99	\$96,165

Source: JobsEQ 2019Q3

Between 2014 and 2019, the Information Technology industry added over 8,000 jobs, expanding employment by 10%. This growth was driven by the Motion Picture and Video Production, which added 8,907 jobs. The Information Technology industry sectors that have added the most jobs over the past 5 years are summarized in the following table.

NAICS	Industry	Employment		5 Year	
		2014	2019	Empl Change	% Change
517311	Wired Telecommunications Carriers	24,079	22,384	-1,695	-7%
511210	Software Publishers	11,165	15,173	4,008	36%
512110	Motion Picture and Video Production	3,020	11,927	8,907	295%
518210	Data Processing, Hosting, and Related Services	6,397	10,908	4,511	71%
Total - Information Technology Industry		83,119	91,485	8,366	10%

Source: JobsEQ 2019Q3

Growth in the Information Technology is expected to continue over the next 5 years. The industry is expected to add over 2,500 jobs, expanding employment by 3%. Growth in the industry is primarily by the Customer Computer Programming Services, Computer Systems Design Services, and Software Publishers sectors.

Annually, the industry is expected to have over 552 job openings. The employment



Fulton Workforce Development Area – WIOA Plan for 2020-2023

demand will largely be driven by replacement demand, which accounts for 94% of annual employment.

Projected Change in Information Technology Industry - Employment - WorkSource Metro Atlanta						
NAICS	Industry	5-Year Projection		Employment Demand		
		# Change	% Change	Avg Annual	% New	% Replacement
517311	Wired Telecommunications Carriers	-1,599	-7%	-320	-18%	82%
511210	Software Publishers	1,896	12%	379	23%	77%
512110	Motion Picture and Video Production	651	5%	130	10%	90%
518210	Data Processing, Hosting, and Related Services	1,286	12%	257	21%	79%
Total - Information Technology Industry		2,759	3%	552	6%	94%

Source: JobsEQ 2019Q3

Transportation, Distribution, & Logistics Industry

The Transportation, Distribution, and Logistics industry includes a range of sectors, including truck freight, air transportation, and warehousing. In the Metro Atlanta Region, this industry represents nearly 124,000 jobs. The largest sectors include Scheduled Passenger Air Transportation, Couriers and Express Delivery Services, General Warehousing and Storage, and General Freight Trucking. The largest industry sectors in the Transportation and Logistics are summarized in the following table.

Transportation & Logistics Industry Overview, 6 Digit NAICS - WorkSource Metro Atlanta					
NAICS	Industry	2019 Jobs	% of Jobs	LQ	Avg Ann Wages
481111	Scheduled Passenger Air Transportation	30,892	19%	4.42	\$109,386
493110	General Warehousing and Storage	26,065	16%	1.55	\$42,910
492110	Couriers and Express Delivery Services	20,424	1%	1.79	\$40,343
484121	General Freight Trucking, Long-Distance, Truckload	12,903	8%	1.34	\$52,890
484122	General Freight Trucking, Long-Distance, Less Than Truckload	11,019	7%	2.52	\$59,334
491110	Postal Service	9,034	6%	0.94	\$67,372
488510	Freight Transportation Arrangement	8,493	5%	2.07	\$62,838
485111	Mixed Mode Transit Systems	4,714	3%	2.42	\$79,578

Source: JobsEQ 2019Q3

The Transportation and Logistics industry has expanded employment over the past 5 years, adding over 26,000 jobs since 2014, expanding employment by 20%. This growth has been spread over a variety of sectors, including air transportation, trucking, and warehousing. The sectors that added the most jobs in the Transportation and Logistics industry are summarized in the following table.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

NAICS	Industry	Employment		5-Year History	
		2014	2019	# Change	% Change
481111	Scheduled Passenger Air Transportation	38,847	30,892	-7,955	-20%
493110	General Warehousing and Storage	12,982	26,065	13,083	101%
492110	Couriers and Express Delivery Services	14,804	20,424	5,620	38%
484121	General Freight Trucking, Long-Distance, Truckload	12,568	12,903	335	3%
484122	General Freight Trucking, Long-Distance, Less Than Truckload	8,851	11,019	2,168	24%
Total - Transportation & Logistic Industry		135,380	162,066	26,686	20%

Source: JobsEQ 2019Q3

Growth in the industry is projected to continue, but at a lower rate over the next 5 years. The Transportation, Distribution, and Logistics industry in the Metro Atlanta Region is expected to add 8,517 jobs, expanding employment by 9%. The sectors that demonstrated strong growth over the past 5 years are expected to continue on the trajectory, while some sectors that provide local retail transportation services, such as Taxi and Limousine Services are expected to shed jobs. The sectors that are expected to add the most jobs over the next 5 years are summarized in the following table.

NAICS	Industry	5-Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
481111	Scheduled Passenger Air Transportation	1,156	3.7%	231	7%	93%
493110	General Warehousing and Storage	2,709	10.4%	542	14%	86%
492110	Couriers and Express Delivery Services	706	3.5%	141	6%	94%
484121	General Freight Trucking, Long-Distance, Truckload	463	3.6%	93	6%	94%
484122	General Freight Trucking, Long-Distance, Less Than Truckload	419	3.8%	84	7%	93%
Total - Transportation & Logistics Industry		8,517	5.3%	1703	9%	91%

Source: JobsEQ 2019Q3

Advanced Manufacturing

In the Metro Area, Advanced Manufacturing totals over 238,000 jobs including subsectors such as Commercial Printing, Plastics Product Manufacturing, and Aircraft Manufacturing. Average annual wages are high in this sector and the proportion of jobs in this area is higher than the national index. The top five industries are displayed in the following table:



Fulton Workforce Development Area – WIOA Plan for 2020-2023

NAICS	Industry	2019 Jobs	% of Jobs	Location Quotient	Avg. Annual Wages
323111	Commercial Printing (except Screen and Books)	6,039	5%	1.19	\$54,601
326199	All Other Plastics Product Manufacturing	4,947	4%	1.01	\$52,136
336411	Aircraft Manufacturing	4,911	4%	1.31	\$129,039
311812	Commercial Bakeries	2,468	2%	1.11	\$47,972
322211	Corrugated and Solid Fiber Box Manufacturing	2,113	2%	1.36	\$96,407
333415	Air-Conditioning and Warm Air Heating Equipment and Commercial and Industrial Refrigeration Equipment Manufacturing	2,025	2%	1.43	\$59,087

Source: JobsEQ 2019Q3

Historically, even with the loss of Aircraft Manufacturing jobs, Advanced Manufacturing has grown 12% in the past five years by over 12,000 to over 119,000 jobs in 2019. The following table shows the top five industries for employment.

NAICS	Industry	Employment		5 Year	
		2014	2019	# Change	% Change
323111	Commercial Printing (except Screen and Books)	6,147	6,039	-108	-2%
326199	All Other Plastics Product Manufacturing	3,635	4,947	1,312	36%
336411	Aircraft Manufacturing	6,405	4,911	-1,494	-23%
311812	Commercial Bakeries	2,258	2,468	210	9%
322211	Corrugated and Solid Fiber Box Manufacturing	1,857	2,113	256	14%
333415	Air-Conditioning and Warm Air Heating Equipment and Commercial and Industrial Refrigeration Equipment Manufacturing	1,995	2,025	30	2%
Total - Advanced Manufacturing Industry		107,059	119,412	12,353	12%

Source: JobsEQ 2019Q3

Of the over 500 Advanced Manufacturing jobs forecast to be added over the next five years, 99% will be replacements and 1% new. The top five industries are displayed in the following table:



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Projected Change in Advanced Manufacturing, 6 Digit NAICS - WorkSource Metro Atlanta						
NAICS	Industry	5- Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
312111	Soft Drink Manufacturing	128	6.68%	26	10%	90%
	Flavoring Syrup and Concentrate					
311930	Manufacturing	121	6.46%	24	10%	90%
311615	Poultry Processing	120	6.09%	24	9%	91%
332710	Machine Shops	81	6.32%	16	11%	89%
311811	Retail Bakeries	70	4.21%	14	6%	94%
311812	Commercial Bakeries	58	2.35%	12	3%	97%
326199	All Other Plastics Product Manufacturing	50	1.01%	10	2%	98%
	Power Boiler and Heat Exchanger					
332410	Manufacturing	49	5.02%	10	9%	91%
332322	Sheet Metal Work Manufacturing	46	2.44%	9	4%	96%
	Surgical and Medical Instrument					
339112	Manufacturing	42	4.17%	8	7%	93%
Total - Advanced Manufacturing Industry		522	0.44%	104	1%	99%

Source: JobsEQ 2019Q3

Construction

Commercial and nonresidential industries within the Construction sector include high-paying jobs that make up a larger proportion of the Metro Area’s workforce than the national index as compared to residential and highway construction. A sample of industries is shown in the following table:

Construction Industry Overview, 6 Digit NAICS - WorkSource Metro Atlanta					
NAICS	Industry	2019 Jobs	% of Jobs	Location Quotient	Avg Ann Wages
238212	Nonresidential Electrical Contractors and Other Wiring Installation Contractors	13,405	10%	1.28	\$67,793
236220	Commercial and Institutional Building Construction	12,090	9%	1.07	\$87,623
238222	Nonresidential Plumbing, Heating, and Air-Conditioning Contractors	10,219	8%	1.13	\$68,751
236118	Residential Remodelers	7,481	6%	0.80	\$51,873
238221	Residential Plumbing, Heating, and Air-Conditioning Contractors	6,969	5%	0.69	\$50,494
236115	New Single-Family Housing Construction (except For-Sale Builders)	6,037	5%	0.82	\$83,703
237310	Highway, Street, and Bridge Construction	5,223	4%	0.65	\$66,963

Source: JobsEQ 2019Q3



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Over the past five years, Construction industries have grown over 25,000 jobs at a 24% growth rate to a 2019 total of over 128,000. The top eleven industries that added employment from 2014 through 2019 includes Residential Remodelers and New Housing For-Sale Builders in the following table:

Historic Change in Construction Industry, 6 Digit NAICS - WorkSource Metro Atlanta					
NAICS	Industry	Employment		5 Year	
		2014	2019	Empl Change	% Change
238212	Nonresidential Electrical Contractors and Other Wiring Installation Contractors	9,841	13,405	3,564	36%
236220	Commercial and Institutional Building Construction	9,764	12,090	2,326	24%
237310	Highway, Street, and Bridge Construction	3,249	5,223	1,974	61%
238222	Nonresidential Plumbing, Heating, and Air-Conditioning Contractors	8,503	10,219	1,716	20%
238221	Residential Plumbing, Heating, and Air-Conditioning Contractors	5,330	6,969	1,639	31%
236115	New Single-Family Housing Construction (except For-Sale Builders)	4,645	6,037	1,392	30%
238912	Nonresidential Site Preparation Contractors	2,168	3,520	1,352	62%
236118	Residential Remodelers	6,461	7,481	1,020	16%
237130	Power and Communication Line and Related Structures Construction	3,424	4,392	968	28%
238112	Nonresidential Poured Concrete Foundation and Structure Contractors	1,472	2,348	876	60%
236117	New Housing For-Sale Builders	1,053	1,742	689	65%
Total - Construction Industry		103,004	128,172	25,168	24%

Source: JobsEQ 2019Q3

Almost 2,000 jobs per year will open in the Construction sector over the next five years at an 8% growth rate. Of those jobs, 13% will be new and 87% will be replacement. The following table displays a sample of industries forecast:



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Projected Change in Construction Industry, 6 Digit NAICS - WorkSource Metro Atlanta						
NAICS	Industry	5-Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
238212	Nonresidential Electrical Contractors and Other Wiring Installation Contractors	938	7%	188	11%	89%
236220	Commercial and Institutional Building Construction	963	8%	193	14%	86%
238222	Nonresidential Plumbing, Heating, and Air-Conditioning Contractors	972	10%	194	15%	85%
236118	Residential Remodelers	553	7%	111	14%	86%
238221	Residential Plumbing, Heating, and Air-Conditioning Contractors	666	10%	133	15%	85%
Total - Construction Industry		9,955	8%	1,991	13%	87%

Source: JobsEQ 2019Q3

Fulton County Occupational Analysis

Fulton County is home to nearly 948,000 jobs. Nearly 17% of those jobs are in Office and Administrative Support Occupations. Sales and Related Occupation comprise approximately 10% of the county's workforce. These two occupational groups are broad and generally represented in most industry clusters. The county also has a significant number of jobs in the Management Occupations and Business and Financial Operation Occupations. These occupational groups are closely related to the PST Services industry. Relative to the nation, Fulton County is approximately 88% more concentrated Computer and Mathematical Occupations, which are closely related to the regional targeted industry of IT and the PST Services industry.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Industry Overview, 2 Digit SOC - WorkSource Fulton					
SOC	Occupation	Empl	% of all Jobs	Location Quotient	Avg Ann Wages ²
11-0000	Management Occupations	67,917	7%	1.15	\$137,300
13-0000	Business and Financial Operations Occupations	79,366	8%	1.59	\$83,000
15-0000	Computer and Mathematical Occupations	52,395	6%	1.88	\$98,200
17-0000	Architecture and Engineering Occupations	14,922	2%	0.92	\$90,600
19-0000	Life, Physical, and Social Science Occupations	6,818	1%	0.90	\$77,700
21-0000	Community and Social Service Occupations	12,091	1%	0.75	\$54,300
23-0000	Legal Occupations	14,442	2%	1.84	\$114,500
25-0000	Education, Training, and Library Occupations	36,295	4%	0.69	\$56,400
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	27,160	3%	1.60	\$62,800
29-0000	Healthcare Practitioners and Technical Occupations	50,029	5%	0.92	\$92,900
31-0000	Healthcare Support Occupations	19,841	2%	0.76	\$35,400
33-0000	Protective Service Occupations	24,429	3%	1.20	\$42,300
35-0000	Food Preparation and Serving Related Occupations	77,253	8%	0.95	\$24,600
37-0000	Building and Grounds Cleaning and Maintenance Occupations	26,239	3%	0.80	\$29,200
39-0000	Personal Care and Service Occupations	30,566	3%	0.74	\$30,600
41-0000	Sales and Related Occupations	91,380	10%	0.98	\$49,400
43-0000	Office and Administrative Support Occupations	157,477	17%	1.16	\$42,500
45-0000	Farming, Fishing, and Forestry Occupations	963	0%	0.16	\$38,500
47-0000	Construction and Extraction Occupations	21,505	2%	0.50	\$51,100
49-0000	Installation, Maintenance, and Repair Occupations	33,507	4%	0.92	\$52,800
51-0000	Production Occupations	31,215	3%	0.55	\$40,500
53-0000	Transportation and Material Moving Occupations	71,828	8%	1.09	\$38,900
Total - All Occupations		947,641	100%	1.00	\$60,300

Bold designates the largest occupations by number of jobs in 2019
 Source: JobsEQ 2019Q3

Growth is expected to continue, but at a lower rate. The occupational groups that added the most jobs between 2014 and 2019 are projected to continue to grow. Additionally, the occupational groups associated with the Healthcare industry, Healthcare Practitioners and Technical Occupations and Healthcare Support Occupations, are projected to expand the most rapidly, increasing employment by 9% and 11%, respectively.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Annually, Fulton County is expected to have over 12,000 jobs annually. Approximately 89% of these openings will be created by replacement demand, while the remainder will be created by new demand. Office and Administrative Support Occupations are expected to have the most job openings, largely due to retirements and other turnover in that occupational groups. A slightly higher proportion of openings in the Computer and Mathematical Occupations and Healthcare Support Occupations will be due to new demand.

The following table presents projected employment trends and demand.

SOC	Occupation	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
11-0000	Management Occupations	5,712	8.41%	1142	17%	83%
13-0000	Business and Financial Operations Occupations	6,405	8.07%	1281	15%	85%
15-0000	Computer and Mathematical Occupations	5,645	10.77%	1129	23%	77%
17-0000	Architecture and Engineering Occupations	1,035	6.94%	207	16%	84%
19-0000	Life, Physical, and Social Science Occupations	541	7.93%	108	14%	86%
21-0000	Community and Social Service Occupations	1,263	10.45%	253	15%	85%
23-0000	Legal Occupations	1,156	8.00%	231	20%	80%
25-0000	Education, Training, and Library Occupations	2,711	7.47%	542	14%	86%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	1,657	6.10%	331	11%	89%
29-0000	Healthcare Practitioners and Technical Occupations	4,636	9.27%	927	25%	75%
31-0000	Healthcare Support Occupations	2,334	11.76%	467	16%	84%
33-0000	Protective Service Occupations	1,391	5.69%	278	9%	91%
35-0000	Food Preparation and Serving Related Occupations	7,066	9.15%	1413	9%	91%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	1,808	6.89%	362	9%	91%
39-0000	Personal Care and Service Occupations	3,187	10.43%	637	11%	89%
41-0000	Sales and Related Occupations	3,963	4.34%	793	6%	94%
43-0000	Office and Administrative Support Occupations	4,020	2.55%	804	4%	96%
45-0000	Farming, Fishing, and Forestry Occupations	45	4.67%	9	6%	94%
47-0000	Construction and Extraction Occupations	1,776	8.26%	355	13%	87%
49-0000	Installation, Maintenance, and Repair Occupations	1,906	5.69%	381	10%	90%
51-0000	Production Occupations	1,008	3.23%	202	5%	95%
53-0000	Transportation and Material Moving Occupations	5,013	6.98%	1003	10%	90%
Total - All Occupations		64,599	6.82%	12920	11%	89%

Source: JobsEQ 2019Q3

Regional Occupational Analysis

The Metro Atlanta Region accounts for nearly 2.4 million jobs. The largest occupations include Office and Administrative Support Occupations, Sales and Related Occupations, and Food Preparation and Serving Occupations. These three occupational groups also added the most jobs between 2014 and 2019 and are projected to continue to grow over the next 5 years. While these occupational groups are large, they generally offer average annual wages lower than the region's overall average.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Over the next 5 years, the Metro Atlanta Region is projected to add over 61,000 jobs. Nearly 90% of all openings are expected annually due to replacement demand (retirements and other turnover). The occupations with the highest projected annual employment demand are presented in the following table.

Projected Change in Employment, 5 Digit SOC Code - WorkSource Metro Atlanta (Occupations with the Greatest Annual Demand)						
SOC	Occupation	5-Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% of New	% Replacement
35-3020	Fast Food and Counter Workers	6,950	10.2%	880	9.2%	90.8%
15-1130	Software Developers and Programmers	4,401	12%	856	25.0%	75.0%
53-7060	Laborers and Material Movers, Hand	4,278	5%	635	6.5%	93.5%
35-2010	Cooks	3,175	8%	632	10.1%	89.9%
29-1140	Registered Nurses	3,162	8%	630	23.0%	77.0%
39-9020	Personal Care Aides	3,150	19%	630	19.0%	81.0%
11-1020	General and Operations Managers	3,148	7%	568	13.2%	86.8%
53-3030	Driver/Sales Workers and Truck Drivers	2,841	5%	553	7.9%	92.1%
37-2010	Building Cleaning Workers	2,763	6%	539	7.7%	92.3%
35-3030	Waiters and Waitresses	2,697	6%	531	5.9%	94.1%

Source: JobsEQ 2019Q3

While the above occupations have a high demand for new workers, many offer low wages. The following table presents the occupations with the highest average annual employment demand and an average annual wage of at least \$50,897. This average annual wage is the living wage for a 1 adult, 1 child household in the Atlanta MSA, as determined by MIT's living wage calculator. When controlling for wages, the occupations with the highest average annual demand that offer a living wage are generally management and supervisory positions in the office or manufacturing industry, healthcare related occupations, professional occupations, IT-related occupations, and skilled trades. The 10 occupations with the highest employment demand that offer a living wages are presented in the following table.



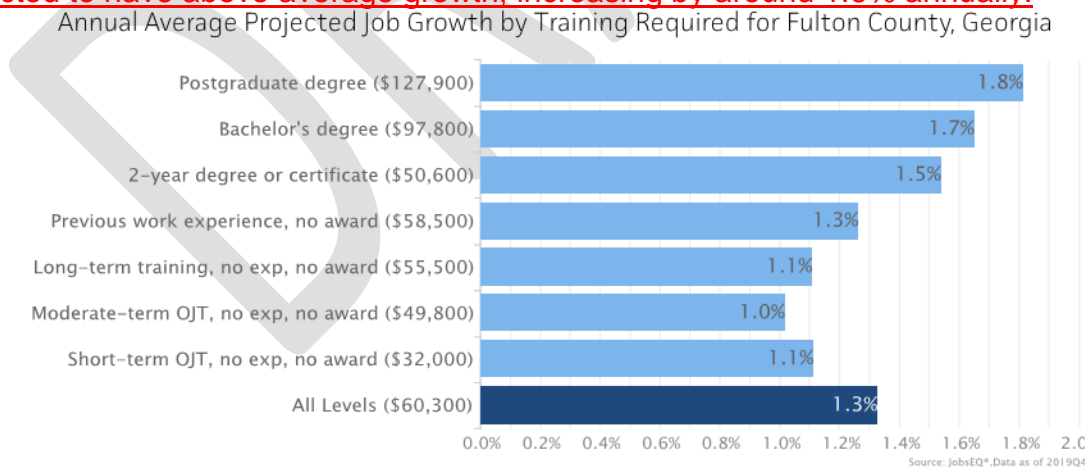
Fulton Workforce Development Area – WIOA Plan for 2020-2023

Projected Change in Employment, 5 Digit SOC - WorkSource Atlanta Regional (Occupations Paying a Living Wage)							
SOC	Occupation	5-Year Projection		Employment Demand			
		# Change	% Change	Avg. Annual	% of New	% Replacement	
11-1020	General and Operations Managers	3,148	7%	246	13.2%	86.8%	
41-4010	Sales Representatives, Wholesale and Manufacturing	1,388	4%	880	7.7%	92.3%	
15-1130	Software Developers and Programmers	4,401	12%	518	25.0%	75.0%	
41-3090	Miscellaneous Sales Representatives, Services	1,257	5%	213	8.0%	92.0%	
43-1010	First-Line Supervisors of Office and Administrative Support Workers	720	3%	51	5.1%	94.9%	
13-2010	Accountants and Auditors	1,694	6%	632	12.2%	87.8%	
29-1140	Registered Nurses	3,162	8%	345	23.0%	77.0%	
13-1190	Miscellaneous Business Operations Specialists	1,338	6%	212	11.7%	88.3%	
13-1160	Market Research Analysts and Marketing Specialists	1,801	13%	121	19.3%	80.7%	
15-1150	Computer Support Specialists	1,409	8%	282	16.6%	83.4%	

Source: JobsEQ 2019Q3

b. Provide an analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in-demand industry sectors and occupations.

As presented in the following chart, jobs requiring a postgraduate degree are expected to grow the most rapidly over the next 10 years, increasing by 1.8% annually. Jobs requiring a Bachelor’s degree and those requiring an Associate’s degree or credential are also expected to have above average growth, increasing by around 1.6% annually.



Through an analysis of 2019 job postings data, the baseline skills most requested by employers can be identified. As presented in the following table, most skills relate to “soft skills,” such as Communication Skills, Problem Solving, and Teamwork. Several “hard



Fulton Workforce Development Area – WIOA Plan for 2020-2023

skills” are also frequently requested, including Microsoft Excel, Microsoft Office, and Project Management. The 15 skills most requested by employer in Fulton County are presented in following table.

Top Skills by Job Postings 2019 - WorkSource Metro Atlanta	
Skills	Job Postings
Communication Skills	243,439
Teamwork / Collaboration	126,015
Problem Solving	106,064
Organizational Skills	101,627
Microsoft Excel	95,868
Detail-Oriented	89,397
Physical Abilities	89,044
Writing	88,335
Planning	86,456
Microsoft Office	81,491
Research	77,167
Computer Literacy	63,291
Written Communication	59,493
Building Effective Relationships	56,760
Multi-Tasking	56,007
<i>Source: Labor Insight Jobs (Burning Glass Technologies) 1/01/2019 12/31/2019</i>	

Additionally, this assessment of 2019 job postings data reveals the credentials most frequently requested by Fulton County employers. The most requested credentials in the region largely reflect the three targeted industries in region: healthcare, information technology, and transportation and logistics and include certifications such as Registered Nurse, Certified Driver’s License, and CDL Class A. In the Region, many of the top certifications are related to the PST Services industry. The top 10 certifications requested by employers in the Region are summarized in the following table.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Top Certifications by Job Postings in 2019 - WorkSource Fulton	
Certification	Job Postings
Driver's License	30,293
Registered Nurse	11,475
Basic Life Saving (BLS)	8,407
Advanced Cardiac Life Support (ACLS) Certification	7,565
Project Management Certification	7,095
Certified Public Accountant (CPA)	6,931
Basic Cardiac Life Support Certification	6,337
First Aid Cpr Aed	5,089
Project Management Professional (PMP)	4,362
IT Infrastructure Library (ITIL) Certification	4,118
Certified Information Systems Security Professional (CISSP)	3,465
CDL Class A	3,395
Security Clearance	3,342
Certified Information Systems Auditor (CISA)	2,069
Licensed Practical Nurse (LPN)	1,835

Source: Labor Insight Jobs (Burning Glass Technologies) - 01/01/2019 - 12/31/2019

- c. Provide an analysis of the workforce in the region, including current labor force employment, unemployment data, information on labor market trends and the educational and skill levels of the workforce in the region, including individuals with barriers to employment. List all data sources used to gather this information.

[Waiting for Regional Plan from Atlanta Regional Area]

According to Chmura's JobsEQ, the population of Metro Atlanta Region in 2017 was 4.8 million. The region has a civilian labor force of 2.56 million people, representing a labor force participation rate of 67.8%. This labor force participation rate exceeds the participation rates of 62.7% and 63.3% in the state and nation, respectively.



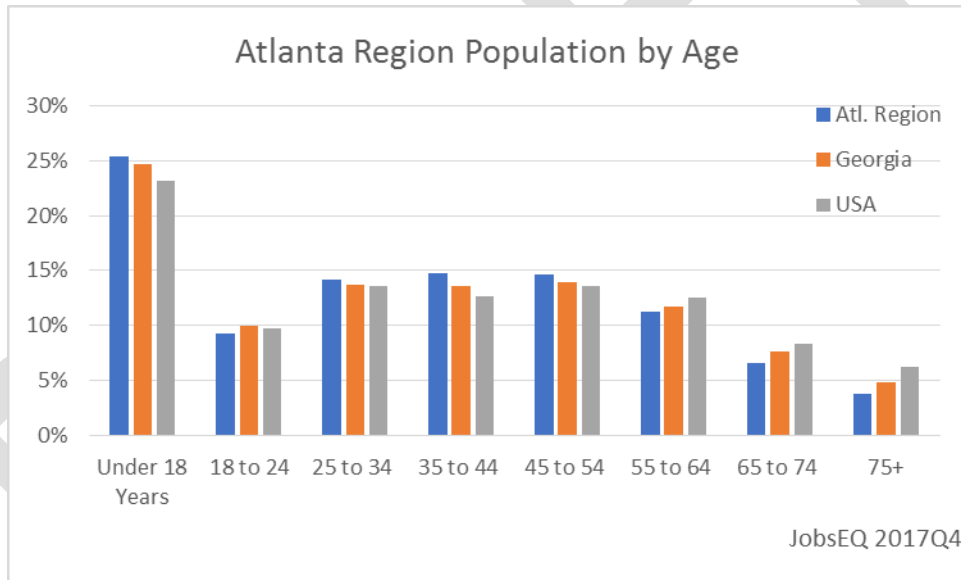
Fulton Workforce Development Area – WIOA Plan for 2020-2023

Demographics Overview - ARWDB

	Atl. Region	GA	USA
Population	4,884,747	10,099,320	318,558,162
Population Ave. Annual Growth			
Median Age	36	36.2	37.7
Labor Force	2,562,362	4,908,225	159,807,099
Labor Force Participation	67.80%	62.70%	63.30%
Median Household Income	\$63,799	\$51,037	\$55,322

JobsEQ 2017Q4

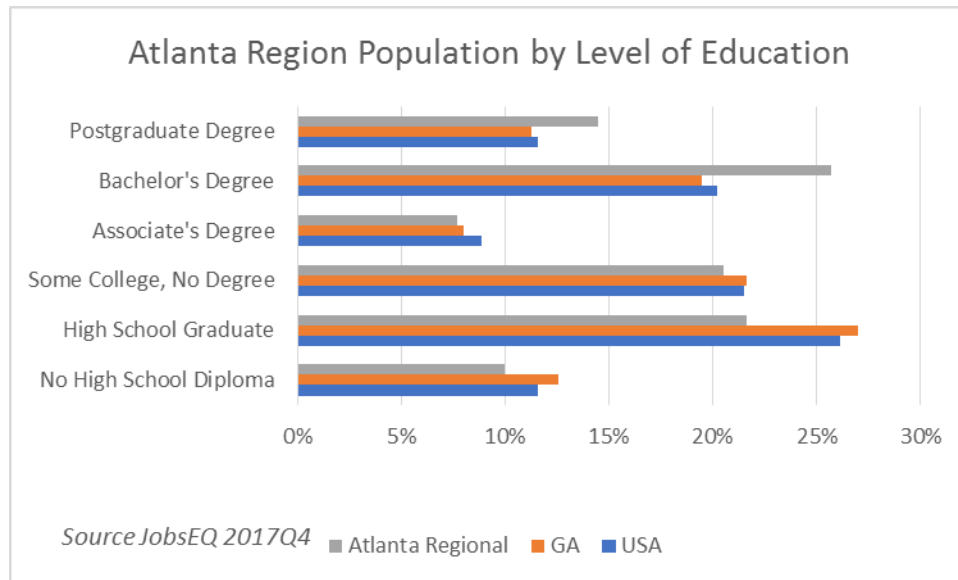
The distribution of the Metro Atlanta Region's population by age largely mirrors that of the state and nation. It is slightly more concentrated in younger age cohorts, including 25 to 34 year olds and 35 to 44 years olds. Correspondingly, the region's population is less concentrated in older age cohorts.



The Metro Atlanta Region's workforce is also highly educated, with 40% having a bachelor's degree or higher, compared to just 30% of the state and nation. Correspondingly, as compared to Georgia and the US, it has a smaller proportion of individuals who possess only a high school diploma or less. The region also has a slightly smaller proportion of the population with an associate degree.



Fulton Workforce Development Area – WIOA Plan for 2020-2023



The Metro Atlanta Region has a large population of Veterans, individuals living below the poverty line, and individuals with disabilities. Approximately 5.6% of the population (aged 18 and older) are Veterans. Of those, 2.7% lived below the poverty line in the past 12 months and 10% are individuals with disabilities. As shown on the table on the following page, approximately 18.6% of the population are individuals with disabilities and 18.5% live below the poverty line.

Targeted Populations Overview - Atlanta Regional

	Gen. Population		Veterans	
	#	%	#	%
Population 18+	3,765,190	n/a	209,916	5.6%
Below Poverty Line Past 12 Months	275,503	18.5%	7,406	2.7%
With Disabilities	276,949	18.6%	28,104	10.1%

Source: American Community Survey

The Aspen Institute's Opportunity Index tracks "disconnected youth" in communities across the country. (The Opportunity Index defines "disconnected youth" as individuals aged 16 to 24 who are neither working nor in school.) These individuals are often missing out on a crucial period to develop skills that will be required to access quality jobs and high wages. As shown in the table below, the number of disconnected youth in the Metro Atlanta Region has from just under 80,000 to nearly 75,000.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Disconnected Youth - Atlanta Region

	2015	2017
Population Ages 16-24	518,090	532,123
Disconnected Youth *	79,975	75,000
% of Youth Disconnected	15.4%	14.1%

* Aged 16 to 24 not in school and not working

Source: Opportunity Index

- d. Provide an analysis of the workforce development activities (including education and training) in the region, including an analysis of the strengths, weaknesses and capacity of such services to address the identified education and skill needs of the workforce, and the employment needs of employers in the region.

Education & Training Analysis – Fulton County

According to the National Center for Education Statistics College Navigator, there are 77 Public 4-year, Private non-profit, and Private for-profit colleges within 50 miles of ZIP Code 30303 that have a total student population of 256,053. For example the top 5 institutions by Student Population are show in the following table.

Name	Distance from ZIP 30303	Type	Awards offered	Student population	Graduation Rate	Transfer-Out Rate	Cohort Year *	Net Price
Kennesaw State University	22.4 miles	4-year, Public	Less than one year certificate;One but less than two years certificate;Bachelor's degree;Postbaccalaureate certificate;Master's degree;Post-master's certificate;Doctor's degree - research/scholarship	35420	43%	32%	Fall 2012	\$17,618
Georgia State University	0.0 miles	4-year, Public	Less than one year certificate;Bachelor's degree;Postbaccalaureate certificate;Master's degree;Post-master's certificate;Doctor's degree - research/scholarship;Doctor's degree - professional practice	34316	54%	25%	Fall 2012	\$14,501
Georgia Institute of Technology-Main Campus	1.6 miles	4-year, Public	Bachelor's degree;Master's degree;Doctor's degree - research/scholarship	32723	87%	7%	Fall 2012	\$16,950
Georgia State University-Perimeter College	0.0 miles	2-year, Public	Less than one year certificate;One but less than two years certificate;Associate's degree	18487	15%	51%	Fall 2015	\$6,355
Emory University	4.7 miles	4-year, Private not-for-profit	Bachelor's degree;Postbaccalaureate certificate;Master's degree;Post-master's certificate;Doctor's degree - research/scholarship;Doctor's degree - professional practice	14458	90%	NA	Fall 2012	\$26,804

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In the following table, among the top 10 colleges in the Technical College system of Georgia for total awards conferred in an academic year are Atlanta Tech and Gwinnett Tech with 2,722 and 4,088 awards in 2019 respectively.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Top 10 Awards in Technical College System of Georgia

Total awards conferred in an academic year includes Technical Certificates of Credit (TCCs), Diplomas, and Degrees.

College	2017	2018	2019
Central Georgia	6,012	6,084	6,850
Chattahoochee	4,348	4,197	6,413
Southern Crescent	3,251	3,701	4,245
Gwinnett	3,401	3,656	4,008
Georgia Northwestern	4,713	4,243	3,966
West Georgia	3,531	3,033	3,004
Savannah	3,090	3,211	2,990
Atlanta	3,055	2,347	2,722
Wiregrass Georgia	2,564	2,660	2,535
Lanier	2,333	2,353	2,414
All TCSG	58,840	57,118	61,180
Feb 11, 2020 3:09 PM	<i>Information Technology and Data Resources, TCSG</i>		
https://tcsgeu/about-tcsg/system-office-services/information-technology-data-resources/system-scorecard/			

The following excerpt of the University System of Georgia reports of the total number of awards, certificates, and degrees conferred for three institutions in Fulton County show that the percent change from FY2016 to FY2019 for the total of the three institutions was 26.27% compared to the percent change for University System of Georgia Total of 8.49%.

Institution	FY2016 Total Awards	FY2019 Total Awards	Change in Awards per Year	Percent Change 2016 to 2019
Georgia State University Totals	7,505	10,096	2,591	34.52%
Georgia Institute of Technology Totals	6,245	7,472	1,227	19.65%
Atlanta Metropolitan State College Totals	386	281	(105)	-27.20%
Total GSU+GT+ATLMetro	14,136	17,849	3,713	26.27%
University System of Georgia Totals:	62,545	67,854	5,309	8.49%
Source: https://www.usg.edu/research/degrees_conferred/				

Education & Training Analysis – Regional Perspective

[Waiting for Regional Plan from Atlanta Regional Area]

According to the Supply-Demand Analysis, the Metro-Atlanta Region is home to 13 public



Fulton Workforce Development Area – WIOA Plan for 2020-2023

higher education institutions, 60 for-profit institutions, and 17 private not-for-profit colleges and universities. 52,700 higher educational degrees were awarded in the 2013/2014 academic year. Over 20,600 of these awards were for Bachelor's degrees, 14,300 were for certificates, and 6,400 were for Associate's degrees.

Of the 52,700 academic awards in 2013/2014, over 10,100 were related to Business Management and Marketing. Health-related programs were the second most popular, with nearly 8,500 awards.

The Supply-Demand Assessment also analyzed the number of awards by degree level and compared them to the number of job postings in related occupations. According to this analysis, the Healthcare professions are awarding too many certificates relative to the number of job openings requiring certificates. The Business Management and Marketing and Transportation and Material Moving programs have too few certificates being awarded in the region, relative to the number of job postings requiring those certifications.

At the Associate's degree level, the region has a large gap between the number of degrees related to Healthcare profession and the number of job openings. In 2015, there were over 16,000 job postings for Healthcare professions, while only 5,000 Associate's degrees were awarded. The Business Management and Marketing and Computer/Information Sciences occupations are also undersupplied at the Associate's degree level.

Finally, at the Bachelor's degree level, nearly 10,000 degrees related to Business Management and Marketing Occupations were awarded, while there were nearly 30,000 job postings marketing openings in this occupations. The Social Sciences and Computer and Information Sciences occupations are also undersupplied.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Appendix 2: Regional Industry Analysis

Fulton County Occupation Overview

Industry Overview, 2 Digit SOC - WorkSource Fulton

SOC	Occupation	Empl	% of all Jobs	Location Quotient	Avg Ann Wages ²
11-0000	Management Occupations	67,917	7%	1.15	\$137,300
13-0000	Business and Financial Operations Occupations	79,366	8%	1.59	\$83,000
15-0000	Computer and Mathematical Occupations	52,395	6%	1.88	\$98,200
17-0000	Architecture and Engineering Occupations	14,922	2%	0.92	\$90,600
19-0000	Life, Physical, and Social Science Occupations	6,818	1%	0.90	\$77,700
21-0000	Community and Social Service Occupations	12,091	1%	0.75	\$54,300
23-0000	Legal Occupations	14,442	2%	1.84	\$114,500
25-0000	Education, Training, and Library Occupations	36,295	4%	0.69	\$56,400
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	27,160	3%	1.60	\$62,800
29-0000	Healthcare Practitioners and Technical Occupations	50,029	5%	0.92	\$92,900
31-0000	Healthcare Support Occupations	19,841	2%	0.76	\$35,400
33-0000	Protective Service Occupations	24,429	3%	1.20	\$42,300
35-0000	Food Preparation and Serving Related Occupations	77,253	8%	0.95	\$24,600
37-0000	Building and Grounds Cleaning and Maintenance Occupations	26,239	3%	0.80	\$29,200
39-0000	Personal Care and Service Occupations	30,566	3%	0.74	\$30,600
41-0000	Sales and Related Occupations	91,380	10%	0.98	\$49,400
43-0000	Office and Administrative Support Occupations	157,477	17%	1.16	\$42,500
45-0000	Farming, Fishing, and Forestry Occupations	963	0%	0.16	\$38,500
47-0000	Construction and Extraction Occupations	21,505	2%	0.50	\$51,100
49-0000	Installation, Maintenance, and Repair Occupations	33,507	4%	0.92	\$52,800
51-0000	Production Occupations	31,215	3%	0.55	\$40,500
53-0000	Transportation and Material Moving Occupations	71,828	8%	1.09	\$38,900
Total - All Occupations		947,641	100%	1.00	\$60,300

Source: JobsEQ 2019Q3



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Fulton County Projected Change in Employment

Projected Change in Employment Overview, 2 Digit SOC - WorkSource Fulton						
SOC	Occupation	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
11-0000	Management Occupations	5,712	8.41%	1142	17%	83%
13-0000	Business and Financial Operations Occupations	6,405	8.07%	1281	15%	85%
15-0000	Computer and Mathematical Occupations	5,645	10.77%	1129	23%	77%
17-0000	Architecture and Engineering Occupations	1,035	6.94%	207	16%	84%
19-0000	Life, Physical, and Social Science Occupations	541	7.93%	108	14%	86%
21-0000	Community and Social Service Occupations	1,263	10.45%	253	15%	85%
23-0000	Legal Occupations	1,156	8.00%	231	20%	80%
25-0000	Education, Training, and Library Occupations	2,711	7.47%	542	14%	86%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	1,657	6.10%	331	11%	89%
29-0000	Healthcare Practitioners and Technical Occupations	4,636	9.27%	927	25%	75%
31-0000	Healthcare Support Occupations	2,334	11.76%	467	16%	84%
33-0000	Protective Service Occupations	1,391	5.69%	278	9%	91%
35-0000	Food Preparation and Serving Related Occupations	7,066	9.15%	1413	9%	91%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	1,808	6.89%	362	9%	91%
39-0000	Personal Care and Service Occupations	3,187	10.43%	637	11%	89%
41-0000	Sales and Related Occupations	3,963	4.34%	793	6%	94%
43-0000	Office and Administrative Support Occupations	4,020	2.55%	804	4%	96%
45-0000	Farming, Fishing, and Forestry Occupations	45	4.67%	9	6%	94%
47-0000	Construction and Extraction Occupations	1,776	8.26%	355	13%	87%
49-0000	Installation, Maintenance, and Repair Occupations	1,906	5.69%	381	10%	90%
51-0000	Production Occupations	1,008	3.23%	202	5%	95%
53-0000	Transportation and Material Moving Occupations	5,013	6.98%	1003	10%	90%
Total - All Occupations		64,599	6.82%	12920	11%	89%

Source: JobsEQ 2019Q3



Fulton Workforce Development Area – WIOA Plan for 2020-2023

- e. **Provide a description of the local board’s strategic vision and goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), including goals relating to the performance accountability measures based on primary indicators of performance in order to support regional economic growth and economic self-sufficiency.**

The Fulton County Local Workforce Development Board (LWDB) is integrally involved with the strategic priorities articulated in the Fulton County Strategic Plan 2016-2019. The Fulton County Board of Commissioners established the following six goals to accomplish their overall mission and work toward their vision:

- All people are safe
- All people have economic opportunities
- All people are healthy
- All people’s lives are culturally and recreationally enriched
- All people are self-sufficient
- All people trust government is efficient, effective and fiscally sound

The Fulton County Strategic Plan further recognizes that Fulton County government is “one actor within a system of multiple elected officials, branches of government and municipalities that serve the County’s residents. In order to have the greatest impact, it is our [County] responsibility to collaborate with partner in the public, private and non-profit sectors to ensure that “all people”, regardless of where they live, in the County can achieve the goals above”.

These overarching goals of the Fulton County Strategic Plan ~~2016-2019~~2020-2023 are **clearly** integrally linked to the strategic intent as well as the tactical requirements of the Workforce Innovation and Opportunity Act (WIOA). All the six key principles possess significant tenants of workforce development, job training and good jobs associated with them.

With this in mind, the vision for the LWDB is to assist Fulton County residents and metropolitan Atlanta area employers in developing and sustaining a world-class workforce that realizes viable incomes and benefits, thus strengthening their families and neighborhoods.

This will be achieved through the following goals:



Fulton Workforce Development Area – WIOA Plan for 2020-2023

- To enable individuals to achieve their highest potential.
- To ensure employers have the skilled workers they need to compete effectively in the global economy.
- To capitalize on the untapped potential of the unemployed, underemployed workers, discouraged workers, youth and other job seekers with special needs.
- To create an enterprise that eliminates fragmentation among the public sector and utilizes private sector leadership.

Guiding Principles

- Customers include individuals, employers and all community partners seeking workforce information and/or services.
- The Fulton County Workforce Development System provides services and information to all customers based on their informed choice and need.
- The Fulton County Workforce Development System includes many service access points and methods, with services tailored to meet the needs of individual communities.
- The customer defines service quality; customer feedback is obtained and used.
- Staff provides quality services in a timely and positive manner.
- Policy, operations and procedures support flexibility in local design of service delivery, use of staff and use of facilities, while adhering to applicable laws and regulations.
- The Fulton County Workforce Development System offers specialized services beyond those paid for with public funds.
- Services are marketed through the use of a standard identity (logo) and marketing plan for the System. WIOA Services are easily identifiable as part of the Georgia One Stop System through the use of a standard identity logo and marketing plan.
- Creative programs are continuously developed and implemented to serve the changing needs of employers and the business community.
- Services are accessible and affordable.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

- Comprehensive programs are continuously created, including early intervention and mentoring, to serve the needs of special populations, e.g. youth, females, and veterans
- f. **Taking into account the analyses described in sections “2. a-e” (above), provide a strategy to coordinate core programs to align resources available to the local area to achieve the strategic vision and goals.**

As discussed further in the response to **Strategic Elements, Governance and Structure, below**, the LWDB anticipates hosting business summits, forums, and roundtables throughout each program year to gather information about the targeted industries. Moving forward, in cooperation with Metro Atlanta Region, it may expand these efforts to convene businesses, community partners, and other key workforce stakeholders on strategies to coordinate core programs to align the resources available in the local area. Examples of the strategies to be explored include:

- Engaging local businesses to determine their current and projected workforce needs
- Identifying new or emerging certifications that may be required by businesses or regulatory entities
- Working through education and training providers to develop and implement solutions that meet employer needs
- Work with education and training providers to strengthen connection with employers
- Creating appropriate training mechanisms, including structured internships and additional targeted apprenticeships work-based learning activities, to fill current and projected job openings
- Identifying career pathways, as well as any training and educational requirements, for long-term employment in the in-demand high-growth sectors
- Recruiting job seekers who are interested in careers in the targeted industries
- Developing a pipeline of qualified workers who possess the education, skills, and certifications required by employers in the in-demand sectors
- Attracting new businesses to the local area by improving the skills and qualifications of the area’s labor force
- Helping existing businesses grow their operations by improving incumbent worker skills and productivity

3. **Description of Strategies and Services – Provide a description of the strategies**



Fulton Workforce Development Area – WIOA Plan for 2020-2023

and services that will be used in the local area in order to accomplish the items listed below.

- a. How will the area engage employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations?**

In February of 2018, in an effort to strategically align workforce and economic development opportunities, Fulton County moved the administrative entity for WIOA programs from the Department of Community Development into Select Fulton. In addition to the move, the county is expanding economic development activities and growing the Select Fulton Economic Development team. With workforce programs more closely aligned with a shared business services model, Fulton County will be able to seamlessly leverage employment opportunities and needs with existing and potential employers. Additionally, WorkSource Fulton participates and supports metro area collaborations such as the HDCI Metro taskforces centered on Transportation, Distribution and Logistics, Information Technology, and Healthcare; as well as the Aerotropolis Atlanta partnerships supporting a major employment area in the region.

- b. How will the area support a local workforce development system that meets the needs of businesses in the local area? Discuss the area's workforce services to businesses and how business and organized labor representatives on the Local Workforce Development Board (LWDB) contributed to the development of these strategies. Provide a listing of business services available through the area(s) such as employer workshops and assessment and screening of potential employees.**

The LWDB has become the partner of choice with many area businesses because of its ease of access, supply of qualified workers, reduced hiring time, and coordination of quality services. Employers have the ability to save on the recruitment and onboarding processes when working directly with the LWDB for their employment needs. Of the programs available to employers, the Work Experience Program and Direct Referral Program are two programs with proven results that employers find very favorable with proven results. These programs have been supported and developed with the support of the Fulton LWDB, which includes 167 members which are private business or organized labor and workforce representatives.

The Work Experience Program or “WEX” allows customers to become familiar and skilled within a specific career path and occupation at no cost to the employer. Comprehensive assessments of skills and interests, employment training plans, background checks, drug testing, counseling and on-the-job training are provided to customers. The program allows businesses an opportunity to utilize the services of qualified customers for a maximum of 90 days – 3 months at no cost to the employer, often leading to unsubsidized employment for the customer. During this



Fulton Workforce Development Area – WIOA Plan for 2020-2023

training period the employer provides the necessary training and work experience and the WorkSource Fulton helps subsidize the customer's wages.

The Direct Referral Program establishes employment partnerships with private and public sector companies to meet the company's employment needs when vacancies occur. Qualified clients are screened and assessed, with the best qualified applicants being referred to the employer as potential candidates.

The First Source Jobs Program minimizes employers' recruitment cost for filling vacant job positions, as well as, provides employment opportunities to residents of Fulton County. Through this program, Prime Contractors awarded the contract, is expected to utilize the LWDB. This includes all contracts procured through the County's Department of Purchasing and Contracted Compliance valued in excess of \$200,000.

WorkSource Fulton provides a variety of Talent Management services to meet employer needs. Examples of these services are:

- a. Talent sourcing:
 - Direct Referral Program
 - On-Site Recruitment Events
 - Work Opportunity Tax Credit (WOTC) Program
 - b. Talent Screening
 - Occupational Assessments
 - Criminal Background Checks
 - Drug Screening
 - Basic Skills Assessment and Training
 - c. Talent Development
 - Vocational and Skills Upgrade Training
 - On –the-Job Training
 - Customized Training
 - Incumbent Worker Training
 - d. Structured Internships
2. Collaboration with Business Partners
- WorkSource Fulton Business Consultants provide networking, employment and training resources to:
- a. Greater North Fulton and South Fulton Chambers of Commerce;
 - b. Urban League of Greater Atlanta
 - c. Local recreation facilities through Fulton County Parks & Recreation



Fulton Workforce Development Area – WIOA Plan for 2020-2023

d. Georgia Micro-Enterprise Network

- c. How will the area better coordinate workforce development programs and economic development? Additionally, identify economic development partners and describe the involvement of the economic development community in developing strategies.**

As noted, beginning in 2018, workforce and economic development have been aligned under the county's economic development arm at Select Fulton. The county is looking to leverage a new team of project managers to be trained and experienced in both site selection and workforce development needs in order to provide a true full-service resource to employers. Additionally, WorkSource Fulton is leveraging a new service delivery model to provide more opportunity to develop workforce programs for employers by subcontracting career services in the One-Stop.

WorkSource Fulton also partners and collaborates closely with the Metro Atlanta Regional workforce areas in providing an ongoing link with economic development partners with emphasis on high priority industries within targeted sectors.

- d. How will the area strengthen linkages between the one-stop delivery system and unemployment insurance programs?**

The LWDB is partnering with the Georgia Department of Labor (GDOL) to craft the best access options for customers entering the One Stop. This may include having a UI representative on-site on a more frequent basis. Additionally, the LWDB will collaborate with GDOL and seek to identify those individuals who are likely to exhaust their UI benefits and requiring them to come to the One-Stop for job search assistance. These customers would be provided with an orientation of services and given an initial assessment to determine specific needs. Based on their particular circumstances, they may be referred to additional services and resources, including job search workshops, staff-assisted job search activities, partner programs, and/or training services. This service integration may help unemployed individuals get back to work before their benefits are depleted.

The LWDB and GDOL will continue to collaborate and strengthen our partnership to reflect the intent of fully developed WIOA regulations. The LWDB will also work closely with the Metro Atlanta Regional Workforce Areas to assist in this effort.

- 4. Regional Service Delivery – (Only applies to regions that encompass two or more local areas) Describe how the region will address the items listed below.**
- a. Describe the plans for the establishment of regional service delivery strategies, including the use of cooperative service delivery agreements (if applicable).**



Fulton Workforce Development Area – WIOA Plan for 2020-2023

As discussed, the Metro Atlanta Region includes the five local areas representing Fulton County, the City of Atlanta, Cobb County, DeKalb County, and the seven counties served by the Atlanta Regional Workforce Board. These areas understand that the needs of their local businesses and job seekers do not stop at their individual borders. Therefore, under the WIOA and other legislation, they have informally worked together to coordinate services on a regional basis.

Now, with the implementation of WIOA, they are seizing the opportunity to formalize these efforts so they can further expand and improve services. During the first two years of the planning period, the region indicated the following plan:

“They have already begun meeting to identify shared priorities, needs, and best practices. Moving forward, they will continue these sessions on a scheduled basis to explore the following strategies for regionalization, as well as the possibility of implementing cooperative service delivery agreements.

- Conducting regional business engagement activities, such as summits, forums, and roundtables for the targeted sectors
- Sharing information across the region about career pathways for the in-demand targeted sectors
- Developing pilot projects for training programs in the targeted sectors
- Identifying new and emerging targeted industries for the region
- Instituting a regional approach for economic development efforts to attract new businesses and expand existing businesses
- Coordinating business services on a regional basis, including outreach, recruitment, and applicant referral
- Supporting the business recruitment efforts of State and local economic development agencies by providing workforce analysis, needs assessments and program information
- Initiating regional procurement methodologies, such as issuing joint procurements or using a standard Request for Proposals instrument/evaluation tool
- Developing a regional approach for training activities, including consistent guidelines for Individual Training Accounts (ITAs), on-the-job training, customized training, and incumbent worker training; as well as regional supportive service guidelines
- Building on the current Regional ITA Committee, efforts by Fulton County, Atlanta Regional Workforce Board and DeKalb County, to include the City of Atlanta and Cobb County (see Performance, ETPL, and Use of Technology, 3.a. below)
- Expanding co-location efforts in the region to increase partners’ on-site presence, including Georgia Department of Labor (GDOL) staff, at the One-Stops



Fulton Workforce Development Area – WIOA Plan for 2020-2023

- Promoting standardization across the region, such as common formats/tools for WIOA application, on-the-job training contracts, registered apprenticeship templates, assessment instruments, job readiness curricula, and resume writing software
- Pursuing alternative grants and other funding opportunities on a regional basis
- Researching and sharing technologies that improve customer service and increase ability to manage operations across the region, such as Customer Relationship Management (CRM) system for business services
- Sharing best practices (and pitfalls to avoid) with regional counterparts
- Establishing regional performance goals

The LWDB Directors annually review the status of the above regional service delivery strategies. Following is the 2018 Status Report.

As indicated in the Regional Plan section, many of these targeted goals have already been actualized, or are in progress. Leveraging the HDCI regional grants, the five boards were able to come together with a mechanism to pursue many of these goals and provide a unified approach for serving three key industries as pilots for aligning service delivery.

b. Describe the plans for coordination of administrative cost arrangements including the pooling of funds for administrative costs (if applicable).

As part of the regional coordination efforts described above, workforce representatives from the local boards will be exploring ways to effectively and efficiently coordinate administrative costs. For example, the LWDBs share the cost to administer the regional ITA process, share costs for the required local match for the HDCI-MA grant, and share costs associated with the WorkSource Aerotropolis staff person. Some examples of future activities may include the possibility of issuing common procurements, making bulk purchases together, sharing monitoring responsibilities, and cooperatively pursuing grants and alternative funding sources.

c. Describe the development and implementation of sector initiatives for in-demand industry sectors or occupations for the region.

The Metro Atlanta Region has leveraged grant funds from Technical College System of Georgia (TCSG) Office of Workforce Development (OWD) to launch [HDCI Metro Metro Atlanta Industry Partnerships \(MAIP\)](#) targeting Healthcare, IT, and Transportation, Distribution, and Logistics (TDL). Each industry has a taskforce of industry champions, educators, and stakeholders working to address sector strategies and career pathways for demand occupations. The taskforces meet at least quarterly and work to also support hiring activities and develop training programs, including work based learning for



Fulton Workforce Development Area – WIOA Plan for 2020-2023

employers in the industry. The ~~HDCI-Metro~~MAIP work is supported with match dollars and staff support from all five metro workforce boards.

d. Describe the collection and analysis of regional labor market data.

The metro region shares the same labor shed and labor market data, making it easy to share information about demand occupations and skills needs. Although each board has unique opportunities for employers in their service delivery area, the boards share talent because of commuting patterns. As such, four of the boards have entered into agreement with ARC to support providing LMI data for the region as a whole.

e. Describe the coordination of transportation and other support services, as appropriate, for the region.

The metro region is blessed to have access to a mass transit system, MARTA, to help job seekers and students' access employment and learning opportunities. Fulton County provides MARTA cards to eligible participants to complete training, but is working to align supportive services policies with the other metro region boards.

f. Describe the coordination of services with regional economic development services and providers.

The metro region boards work closely together and collaborate with each other on serving the needs of employers. Each board is linked closely with their respective economic development teams, including Select Fulton, Invest Atlanta, and Decide DeKalb. Furthermore, the boards support the Metropolitan Atlanta Workforce Exchange, or MAX, to educate and identify partnerships with providers and stakeholders including chambers of commerce and local economic development entities.

5. Sector Strategy Development – Provide a description of the current regional sector strategy development for in-demand industry sectors.

a. Describe the partners that are participating in the sector strategy development.

The LWDB is an active participant in the regional sector strategy initiatives that are described in the Metro Atlanta Regional WIOA Plan.

Additionally, in conjunction with the region's targeted sectors of Healthcare, Information Technology, and Transportation and Logistics, the LWDB will be concentrating on these three sectors as part of their key sector strategy. The LWDB is also reviewing opportunities in emerging the Digital Entertainment and Media sector. The LWDB is also participating with the other local boards, economic development partners and others in the Aerotropolis Atlanta Workforce Collective, a regional geographic sector initiative, to



Fulton Workforce Development Area – WIOA Plan for 2020-2023

address the broad growing career pathway opportunities associated with the Hartsfield-Atlanta International Airport.

The partners that are participating in the local sector strategy development include the local board, along with One-Stop partners, service providers, community organizations, businesses groups, economic development organizations, education and training institutions, and the regional transportation system.

b. Describe the meetings that have taken place and the strategy by which partners will continue to be engaged.

The LWDB have participated in various meetings related to Health Care through the Career Rise Initiative through the National Fund for Workforce Solutions. This sector initiative has been meeting regularly and implementing health care solutions in collaboration with local hospitals and other health care employees.

The LWDB Sector Strategies sub-committee convened to focus efforts in the targeted sectors and, led by utility, labor union and logistics business partners, over the course of several meetings, the sub-committee identified common baseline skills relevant across the sectors for incoming aspirants. Team members then identified potential providers to deliver the needed training and began the work of outlining how customers would then branch into different career pathways once “Basic Training” was completed. The first of several partner/provider mini summits were held beginning in the summer of 2016 and hosted employers from the Transportation, Construction and Logistics sector, providers of training serving this sector and job seekers interested in the sector. A survey of partners who have expressed an interest in collaborating to increase the talent pool in this sector is being developed to streamline services and craft an execution map to deepen the pool of available talent.

The LWDB is working with several employers to implement the strategy to increase and strengthen the talent pool in the Information Technology sector. Efforts include:

- Convening employers and education partners to develop structured internships to increase capacity and interest in the sector,
- Participating in workgroups to develop guidance for employers who would like to develop internship programs,
- Working to expand relationships with IT-sector employers by networking with partners to identify key contacts and make personal invitations based on long-standing relationships, networking to engage new employers by providing value-added opportunities, and collectively working towards clearly focused goals that meet business objectives.

Working with International Business Machines (IBM) to increase IT capacity and



Fulton Workforce Development Area – WIOA Plan for 2020-2023

capability in the Metropolitan Atlanta area, in 2016 alone, plans are underway to:

- Serve 250 or more incumbent workers by providing necessary skills upgrade,
- Integrate targeted recruitment and training of veterans to prepare them for middle- to high-wage IT roles,
- Increase access to middle- to high-wage IT careers to workforce participants through internships.

Working with LaunchCode to engage customers in Apprenticeship programming that leads to attainment of full-time employment in IT.

Additional efforts are underway to increase IT capacity in the metropolitan Atlanta area by developing relationships with IT partners that increase opportunities for workforce customers by providing access to middle- to high-wage careers through internships, Apprenticeships and exposure. Central to these efforts will be the integration of Career Pathways that clearly illustrate opportunity and provide focus for customer efforts.

Initial meetings and discussions have taken place with the Logistics sector and LWDB anticipates additional regularly scheduled meetings and activities.

c. Describe the research and the data that was used to identify the sector that was chosen for the sectors strategies training.

The Labor Market Information and research completed as part of the Metro Atlanta Regional Plan identifies health care, logistics and information technology as key sectors. The labor market information listed earlier in this document as well as workforce funding collaborative of Atlanta Career Rise provide labor market information appropriate for these sectors.

The Georgia Department of Economic Development, the Atlanta Regional Commission, and others have provided labor and economic development information centered around the emerging Digital Entertainment and Media sector that warrants the investment as an emerging sector.

d. Provide a completed outline of the sector strategy for the previously identified sector that includes the following details:

i. Participating employers;

Employers and related employer partner representatives are currently being identified with each sector strategy. For example, the employers in the health care sector include the region's major hospitals and other health care providers. Similar employers will be



Fulton Workforce Development Area – WIOA Plan for 2020-2023

identified as other sector strategies are implemented.

Healthcare

As noted in the Metro Atlanta Regional Plan, CHAMP (Career Healthcare Atlanta Mobility Project) is the initiative for the healthcare industry. This will be the basis for LWDB to address the specific needs of Fulton County. It has identified occupations that can be achieved with either an educational credential or an associate's degree, providing easy entry into the sector.

CHAMP has partnered with ten Atlanta-area hospitals to provide training for incumbent workers to move up, so that new job seekers may move into the healthcare field. It analyzes the hospitals' workforce needs along with the aspiration of their current employees to create programs and services that meet the needs of both. Typically, the incumbent worker training includes School at Work™ support, coaching, needs assessment, and on-site occupational skills training.

Through CHAMP, the region is also recruiting job seekers to participate in occupational skills training to secure employment in the entry-level jobs vacated by the incumbent workers. Overall, it is creating pathways for individuals to enter the healthcare sector and then advance further into higher-skilled occupations.

CHAMP has achieved the following results:

- Served over 500 individuals
- Enrolled over 300 job seekers and incumbent employees in training and education
- Provided 357 Industry-recognized credentials
- Placed more than 120 job seekers at average wage of \$12.61 per hour
- Currently working with 50 employers and 30 service partners

The LWDB will build upon this initiative with Fulton County Health Care providers and work closely with the CHAMP model of Frontline, Mid-Level, and Professional Academies to address Fulton County Health Care sector needs.

Logistics and Transportation

LWDB is currently working with local unions and employers to develop strategy and/or provide services to increase capacity including US Foods, Tie Down, and Scheide & Sons.

Led by LWDB Board member US Foods, the Logistics and Transportation sectors offers great current and future promise for entry level, advanced and career pathway related positions in both Metro Atlanta and Fulton County. US Foods will lead this initiative and



Fulton Workforce Development Area – WIOA Plan for 2020-2023

convene the Business Advisory Board to oversee this work. Sector strategy meetings have already occurred on 10/21/15 and 1/28/16 to help organize and align the sectoral efforts. In addition to the specific skills to succeed in the sector, emphasis will also be placed on “soft skills” essential to the success in many jobs.

Regionally, Metro Atlanta has established the region’s Logistics Workforce Partnership created in 2014, primarily for employers in airport-based logistics, distribution, and transportation. Along with businesses, it includes training providers, community-based organizations, economic development organizations, and workforce boards. Its goal is to establish a pipeline of qualified workers to fill the need for growth in this sector.

As the Metro Atlanta Region has come together to identify workforce needs and job opportunities, the Logistics Workforce Partnership has identified two segments to serve under demonstration projects: Entry-Level International Trade and Warehouse/Distribution.

The Entry-Level International Trade demonstration project seeks to fill job openings that have been created due to high turnover. It will train four cohorts of 10-15 individuals to become customs brokers and import administrators. The target wage is \$13 per hour.

The Warehouse Distribution demonstration project will train another four cohorts of 10-15 individuals to become certified logistics technicians earning wages of \$13 per hour. Of key importance, these entry-level positions will provide good employment opportunities for job seekers who have significant barriers to employment, including criminal backgrounds. The project will also fill the large number of job openings at the warehouse/distribution firms in the airport area.

The Logistics Workforce Partnership has achieved the following results to-date:

- Established a 9-day curriculum for data entry clerks to transition to import administrators
- Arranged for import administrator graduates to immediately sit for the Certified Customs Specialist Certification through National Customs Brokers and Forwarders Association of American Educational Institute
- Created a 3-week intensive Warehousing and Distribution Certificate Program for individuals to earn the Certified Logistics Associate and Certified Logistics Technicians credentials
- Trained and certified 75 customers as Certified Logistics Associates or Certified Logistics Technicians.

From this regional approach, the LWDB will continue to develop appropriate logistics and transportation education and training projects and related support and wrap around services to address these needs as funding and labor market demand allows. All will be done in concert with Metro Atlanta Regional efforts.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Information Technology

To increase capacity and capability in the IT sector we are currently partnering and/or providing business services to several companies including IBM, LaunchCode, All-n-One Security, MARTA, Fulton County Information Technology Department and others.

Building upon the Metro Atlanta Regional Plan, many of the region's electronics manufacturers have indicated a need for workers with credentials for working on warranted devices used in automotive, aviation, and/or medical applications. While much of the labor market information reflects upon the Professional, Scientific, and Technical Services, the LWDB will build upon the Information Technology sector in concert with regional efforts and the demands of Fulton County employers. Specifically, LWDB is working with several area employers to upskill 250 – 300 current employees to ensure that the employers remain competitive in the current market and that employees remain current in their skills and are able to maintain well-paying jobs and advance in their careers. In addition, persons historically absent from the middle- to high-paying Information Technology careers are being exposed to greater opportunities through Career Opportunity Forums. These individuals are then assisted with selecting the IT pathway that is right for them and offered Internship and/or Apprenticeship opportunities in their area of study. LWDB is also working to State Apprenticeship staff and area employers to increase the number of Apprenticeships available in the IT sector.

LWDB Board member Mergence Global is convening an employer-led Chief Information Officer (CIO) Advisory Council to develop strategy and guide the focus of activities in service to the IT sector. The first engagement meeting occurred on August 25, 2016. Additionally, the North Fulton Chamber of Commerce convened the GNFCC Talent Coalition IT Workgroup to address the Information Technology workforce needs of employers in the North Fulton corridor. The Workgroup meets regularly and recently formed a sub-committee to work with employers seeking to expand opportunities for employment and increase exposure and interest in IT careers through internships. The subcommittee hosted its first Structured Internship Workshop for employers on July 29, 2016. The Workgroup is currently working to create a Talent Redistribution Network and had its first planning meeting for this effort on August 23, 2016. LWDB is partnering with the Technology Association of Georgia to connect employers with talent resource needs to qualified candidates. The first effort will involve a Hiring Fair which provides employers with pre-screened applicants and scheduled interviews preceding a targeted IT Sector Career Fair. This opportunity allows employers to interview and extend offers for hire “on the spot”. The partnership will also provide technical association memberships, training and networking opportunities to immerse IT candidates in the field, build and improve networking skills and increase talent agility.

In addition, the Local Boards are collaborating with Atlanta CareerRise's Electronics Workforce Alliance (EWA) that targets the information technology sector.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Using WIOA and other funding, unemployed and under-employed individuals are enrolled into a four-week training program that is led by Cardinal Training and Goodwill of North Georgia. Trainees receive instruction in a specialized electronics curriculum along with job readiness and employability skills training. Upon graduation, they receive certificates and credentials that are recognized and valued by area employers. In fact, many EWA graduates receive multiple certifications, increasing the likelihood of higher wages at placement and improved career advancement opportunities.

Current EWA outcomes include:

- Achieved 96% completion rate
- Placed 86% of trainees
- Attained an average placement wage of \$14 per hour for new workers
- Enabled a \$3.85 per hour increase for incumbent workers

In addition to the three regional sectors, LWDB is focusing on the emerging Film and Media sector to assist Fulton County citizens to connect to the many opportunities presenting as this industry grows. Working with Unions, government agencies and private providers, training, employment, internship and exploration opportunities are being developed. FSWPES is leading a region-wide project to host the first Film and Technology Career Expo for Youth in the Fall of 2016. This expo will bring together employers, providers, industry professionals and workforce partners to expose youth to the industry.

LWDB will work with area employers to meet the needs of the emerging Advanced Manufacturing sector. Current activities include partnership with the Georgia Manufacturing Association to build strategy around a comprehensive service plan supplemented by employer surveys and partnership forums to develop training services.

ii. Target occupations;

Target occupations will be developed as the sector strategies evolve. In the health care sector, Career Pathways have been developed in several areas such as Ophthalmology and Nursing. In the IT sector, established, industry-directed career pathways are supplemented to indicate how someone late to entry in the sector might advance into the pathway.

Data and employer partners have indicated that there is a great need for skill-diverse forklift operators, truck drivers, and sheet metal and other construction workers, therefore, these occupations dominate efforts in the Logistics, Construction and Transportation sector.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

iii. Training programs; and

The LWDB has contracted with several partners to provide enhanced training opportunities in high demand occupations and to use targeted work experience (e.g., registered apprenticeship and on-the-job training) to prepare individuals for opportunities in new industries or occupations. The LWDB will utilize these partners successful training programs as well as initiating and developing others that are appropriate for responding to ongoing sector education and training requirements.

In an effort to increase the availability of training in high-demand occupations, the LWDB understands that it must not only work to ensure that the training opportunity is available, but that customers who are basic skills deficient have greater opportunity to become eligible to take advantage of that training. This includes working diligently to erase basic skills barriers to employment. Towards this end, computer-based and instructor-led basic skills instruction will be a major focus for adult and youth customers whose assessments indicate that they are basic skills deficient.

Partnerships with industry organizations, employers, community partners and training providers are being established and enhanced (detailed in the responses below) to create innovative programs and collaboratives. Every quarter, the LWDB reviews applications for new eligible training providers to ensure customers have access to new training programs in high-growth, high-demand fields. New providers, additional programs and program change requests are monitored and updated to allow LWDB customers to have the latest information related to education and occupational skills training

In order to ensure that opportunities will not be limited and availability is maximized, the LWDB will:

- i. Hire additional WIA Career Planners and support staff to serve more Fulton County customers and be engaged in outreach and marketing efforts to publicize the services available through the LWDB One-Stop Career Centers.
- ii. Implement Continuous Improvement projects to improve processes, eliminate redundancies and increase efficiency in service delivery.
- iii. Create collaborative partnerships and career pathways programs that will engage employers and training providers in creating innovative programs and employment opportunities.

Such partners include:

- Gwinnett Technical College



Fulton Workforce Development Area – WIOA Plan for 2020-2023

- Atlanta Technical College
 - LaunchCode
- iv. Target short-term training programs to assist LWDB customers in increasing their occupational skill sets and credentialing status in a relatively short time frame to allow for an expeditious return to the workforce.

Some of the training programs include:

- L101 IT Bootcamp
- IT Apprenticeships
- Warehousing and Forklift Certifications
- CDL Certifications

Significantly increase the number of occupational skills related training for adult and dislocated workers through Individual Training Accounts (ITA) and contracted services.

In addition, the LWDB led a consortium of partners to pursue the America's Promise and Strengthening Working Families grants as well as supporting the Urban League of Greater Atlanta and other partners in grant opportunities

iv. Target Populations.

As noted later in this plan, the LWDB targets following populations as part of their priority of service policy: veterans, those experiencing low income, TANF recipients, persons with disabilities, older workers, dislocated workers and out of school youth. The LWDB will recognize these target populations for engagement with the sector strategies developed as they are suitable and appropriate for employment in those sectors.

e. Describe the plans for future strategy development for future sectors. If applicable, discuss the next sectors to be targeted.

The LWDB, in cooperation with the four Metro Atlanta Region workforce boards, anticipate the continued growth and development of the Logistics and Information Technology sectors.

Additionally, the emerging sector of Digital Entertainment and Media provides increasing opportunities for individuals and industries to succeed in this sector.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Finally, the LWDB will continue to explore and identify both local and regional sectors and sub-sectors that contribute to the sustained growth of critical career pathways and career ladders through Fulton and surrounding counties that positively impact Fulton County residents and businesses.

- 6. Description of the One-Stop Delivery System – Provide a description of the one-stop delivery system in the local area that includes the items detailed below.**
 - a. Provide a description of how the local board will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers, workers and jobseekers.**

To ensure continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers, workers, and job seekers, the Fulton County Workforce Development Board has established a One Stop Service Site with two satellite sites that provide increased access to the rapidly growing customer base. These sites coordinate with numerous partners to provide a “no wrong door” level access to a wide range of programs and services.

The LWDB gathers input from employer customers regarding their current and emerging needs. The LWDB then shares this information with providers during Bi-annual Provider Forums so they may modify their existing programs and/or create new curricula as needed to meet these needs. The LWDB will also host sector-specific mini summits with provider and employers to tailor and advance customized training solutions that support accelerated outcomes.

- b. Provide a description of how the local board will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and through other means.**

The LWDB has established broad access to facilities throughout the Local Workforce Development Area to ensure all individuals have access to services.

Job Seeking Customers seeking core, intensive or training services may be referred to the One Stop Career Center, a satellite career center or a partner site. If a customer seeks services at the One Stop Career Center, services are made available to him or her without referral to another location (based on availability of services) through on-site consultation or technology. Partners, not physically located at the One Stop Career Center, are not required to route all of their customers through the One Stop Center. Customers may receive referrals to other appropriate services and programs on a sequential or concurrent basis. Partners participating in the LWDB agree to refer customers between agencies and programs in a manner that:



Fulton Workforce Development Area – WIOA Plan for 2020-2023

1) maximizes customers' easy access to services; and 2) minimizes inconvenience to the customer.

The LWDB provides multiple strategically located points of access for customers through the Adamsville Career Center, South Fulton Career Center and the North Fulton Career Center. As a matter of convenience, customers can access services at any one of the One-Stop Comprehensive Centers or Affiliate Centers as well as through referrals from partners such as Georgia Vocational Rehabilitation Agency.

To ensure a seamless approach to service delivery, Memoranda of Understandings and Resource Sharing Agreements are in place with all of our partners providing services directly or indirectly at the One Stop Comprehensive Center.

- c. Provide a description of how entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA § 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology and materials for individuals with disabilities. This should include the provision of staff training and support and addressing the needs of individuals with disabilities.**

All Fulton County Workforce Career Centers provide maximum accessibility as well as the following assistive devices and assessment software:

- a. Disability Awareness DVD's
- b. Career Development DVD's, and
- c. Americans with Disabilities Act

Assistive devices purchased complement existing resources in Center Resource Rooms. Some or all of these services are available in each Center:

- a. JAWS software
- b. Zoom Text Software (9.1 version)

Training and in-service workshops are provided for all Career Center staff on a regular basis. Topics include:

- a. Universal Access
- b. Customized Employment
- c. Assistive Technology
- d. State and Local Benefits



Fulton Workforce Development Area – WIOA Plan for 2020-2023

e. Disability Awareness

The LWDB has a reciprocal referral process in place with the Georgia Vocational Rehabilitation Agency.

d. Provide a comprehensive description of the roles and resource contributions of the one-stop partners.

The LWDB maintains a Memorandum of Understanding in order to align and share resources with the following Partners:

Georgia Department of Labor (DOL) will:

- Locate staff in the Center full-time to contribute to the delivery of shared services in the local One-Stop Center. The staff person or persons co-located at the Center will be trained in Wegner Peyser, Unemployment Insurance (“UI”), Veterans and Trade with alternate person or persons trained for back up. The Georgia Department of Labor (DOL) will not require an office and will utilize the Resource Room in order to work with clients that coming into the office.
- Provide trainings for all staff delivering services and for Business Services staff. This training will include a comprehensive orientation to Employ Georgia as well as instruction covering how to provide data mining for business partners. The staff will also be trained in the use of the resume creator tool.
- Provide access to and use of Tap Dance technology assessment software for use by all One-Stop customers. DOL will provide training in the use of Tap Dance for all partner staff.

Georgia Vocational Rehabilitation Agency (GVRA) will:

- Locate staff onsite at the Career Center on designated days during designated hours.
- Maintain direct linkage at the One-Stop when staff is not present through the GVRA Customer Care line.
- Train partner staff regarding GVRA referrals and services.

This partnership will require a room with privacy in order to meet confidentiality requirements.

The Technical College System of Georgia (TCSG) Adult Education Partner will:

- Establish a direct phone line (some providers may provide access through Voice-over IP, etc.) for one-stop customers to learn more about the program and register for services.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

The following in-kind contributions will be provided as payment for shared costs over and above infrastructure costs:

- TABE (Test of Adult Basic Education) Online will be made available free of charge to the one-stop for any customer/client that may need the assessment. NOTE: Our grantees/providers can set up an account for the one-stop and provide the necessary training to ensure that tests are administered per test publisher guidelines.
- The transition specialists or other staff members in the adult education program could provide workshops to one-stop customers on a scheduled basis. This schedule should be determined through an agreement between the grantee and the one-stop center. Workshop topics could include, but are not limited to: resume writing, interviewing skills, soft skills, digital literacy, financial literacy, and career exploration.
- Grantees can provide a negotiated level of access to their online distance education curriculum to the one-stops at no charge, which would provide an opportunity for customers/students to study at the one-stop in addition to the program's locations. (i.e. Aztec) Distance education curricula will be made available to Adult Education participants.

Additionally, the following career services will be provided through Adult Education:

- Outreach intake services – Adult Education grantees/providers are required as a part of their contract to have recruitment and retention plans.
- Initial assessment of skills – Adult Education grantees/providers use the TABE to assess literacy needs for most students, but they use either BEST Plus or BEST Literacy for English Language Learners.
- Comprehensive and specialized assessments of skills levels and service needs of adults and dislocated workers – As described above, Adult Education grantees/providers use TABE, BEST Literacy, BEST Plus. They also provide practice testing opportunities for individuals pursuing their GED credential. They may also offer some other career assessments, but those are not prescribed by our office.
- Group counseling and /or individual counseling or mentoring – Adult Education grantees/providers provide counseling and support related to basic education needs, postsecondary education opportunities and career pathways.
- Short-term prevocational services – Adult Education transition specialist and teachers provide soft skills training to students.
- Workforce Preparation Activities – is a required addition for Adult Education providers under WIOA.
- Financial literacy services – Adult Education programs have access to



Fulton Workforce Development Area – WIOA Plan for 2020-2023

financial literacy curriculum materials.

- English language acquisition – Adult Education grantees/providers offer instruction for non-English speaking and limited-English proficient adults. Also, instruction and preparation for citizenship is provided.
- Skills upgrading and retraining – Adult Education grantees/providers offer basic educational skills training for individuals who lack their high school diploma and remediation of basic educational skills for individuals who have a high school diploma, but are seeking to enter employment or improve their employment.

Gwinnett Technical College will:

- Maintain direct linkage at the One-Stop when staff is not present through the installation of an additional, manned telephone line as real-time back up for customer care and support.
 - Conduct select education and training programming at One-Stop affiliates in its service delivery area.
 - Provide on-site staff presence for customer engagement and assistance as scheduled.
 - Monitor and promote career pathway education options for all One-Stop customers.
 - Integrate dual degree programming for youth with youth programming activities.

Atlanta Technical College will:

- Maintain direct linkage at the One-Stop when staff is not present through the installation of an additional, manned telephone line as real-time back up for customer care and support.
- Conduct select education and training programming at One-Stop affiliates in its service delivery area.
- Provide on-site staff presence for customer engagement and assistance as scheduled.
- Monitor and promote career pathway education options for all One-Stop customers.
- Integrate dual degree programming for youth with youth programming activities.

Fulton Atlanta Community Action Authority will:

- Maintain direct linkage at the One-Stop when staff is not present through the installation of an additional, manned telephone line as real-time back up for customer care and support.
- The following in-kind contributions will be provided as payment for shared costs over and above infrastructure costs:



Fulton Workforce Development Area – WIOA Plan for 2020-2023

- Eligibility
- Outreach/Recruitment
- Initial Assessment/Intake/Referral
- Job Search/Job Placement
- Career Counseling/Planning
- Prevocational Services
- Other: Workshops, seminars

- e. Identify the current One-Stop Operator in the local area(s) and describe how the region/local area is preparing for the competitive process for operator selection. Describe how market research, requests for information and conducting a cost and price analysis are being conducted as part of that preparation.**

The LWDB researched the market by requesting information from comparable local areas about their One-Stop Operator and then developed a competitive procurement instrument that clearly identifies specific service needs. The Fulton County Purchasing Department published a revised Request for Proposal (RFP) August 3, 2017. A team of three evaluators rated the sole proposal as fully responsive. The LWDB approved the acceptance of the proposal on October 27, 2017. The fully executed contract was dated April 13, 2018. The WorkSource Fulton One Stop Operator is IN THE DOOR, LLC. The LWDB sourced for a one-stop operator through a competitive process in accordance with the Uniform Guidance 1, WIOA and its implementing regulations, and local procurement laws and regulations. All documentation for the competitive one-stop operator procurement and selection process is published and may be viewed on the Fulton County website at:

<http://www.fultoncountyga.gov/Apps/bidboard/MainSearchPage.php>.

The One-Stop operator is under contract for a one (1) year period with three (3) one-year extensions available. Functional details of the One-Stop Operator are also outlined in the Roles and Responsibilities section of the One-Stop Partner MOU IFA.

In keeping with efforts to streamline processes and institute a regional approach for workforce services, the LWDB will work collaboratively with our counterparts from the City of Atlanta, Cobb County, DeKalb County, and Atlanta Regional Workforce Development Board to identify possible methods to minimize the costs related to procurement, such as cooperatively interviewing potential vendors prior to release of the RFP and/or potentially sharing a common RFP and evaluation tool.

- 7. Awarding Sub-grants and Contracts – Provide a description of the competitive process to be used to award the sub-grants and contracts in the local area for**



Fulton Workforce Development Area – WIOA Plan for 2020-2023

activities carried out under this Title I.

The LWDB uses the non-federal entities competitive RFP procurement process sub-grants for awarding sub-grants and approved methods of procurement for contracts in the local area. Procurements are issued through and in accordance with Fulton County's Department of Purchasing and Contract Compliance standard operating procedures in compliance with the applicable procurement standards set forth in the Code of Federal Regulations.

8. EEO and Grievance Procedures – Briefly describe local procedures and staffing to address grievances and complaint resolution.

Two classes of customer complaints are recognized: those alleging unsatisfactory service and those alleging some form of discrimination. The WIOA Program Coordinator and the Supervisor of the Career Center in which the allegation originates initially handle complaints alleging poor service. The facts are examined, supporting documents obtained and a resolution offered to the complainant. If the complaint is not resolved at this level, the complaint is forwarded to the Program or Division Manager of the Workforce Development Division. The Program or Division Manager initiates contact with the customer and seeks customer satisfaction.

With respect to allegations of discrimination, the customer is directed immediately to the LWDB Equal Opportunity Officer. In conjunction with the Equal Opportunity Administrator from the Georgia Department of Labor, a “Policy and Procedures Manual” was developed which covers the nine elements of the Methods of Administration under the WIA developed for USDOL/Civil Rights Center. The procedure manual outlines the steps involved in processing a complaint from initial notification through resolution. Samples of required forms and pattern letters are included in the manual.

The ACKNOWLEDGMENT OF THE EQUAL EMPLOYMENT OPPORTUNITY LAW form is distributed at all LWDB customer orientations. Career Center Planners have been trained to present and explain the form in these sessions and in their one-on-one contacts with customers to keep current with updates.



Local Boards and Plan Development

1. **Local Boards** – Provide a description of the local board that includes the components listed below.
 - a. Describe how local board members are identified and appointed. Include a description of how the nomination process occurs for adult education and labor representatives. (Proposed § 679.320(g))

Per the LWDB By-Laws, the LWDB are appointed as follows:

NOMINATION PROCESS

Vacancies on the Fulton Workforce Development Board are filled in a timely manner in accordance with the LWDB Bylaws and State Rule. New board members must fit the eligibility and category in which the vacancy occurred. For business representatives, workforce staff notifies the CLEO of the business vacancy and works with him to solicit nominations from Fulton’s strategic industry partners and from business organizations such as chambers of commerce. The CLEO reserves a seat on the board for each of the Technical College campuses located in Fulton County; Atlanta Tech and Gwinnett Tech. Vacancies for these two seats are filled by soliciting nominations from the Technical College Presidents. Labor representatives, including Registered Apprenticeship programs attached to unions, are nominated by the governing bodies at the state for the local union teams. When vacancies occur within this category, the CLEO requests a nomination from these entities.

- b. Describe the area’s new member orientation process for board members.**

The LWDB maintains a Board Visibility and Development Task Force that is responsible for training and orienting new members. This peer to peer orientation has proven very effective in also recruiting and succession planning.

The LWDB staff created and utilizes a very detailed PowerPoint presentation consisting of 45 slides to educate and orient new LWDB members about the WIOA. Key provisions included:

- Primary principles of the legislation
- Roles of LWDB members, elected officials, and fiscal agent/administrative entities
- One-Stop system and partner organizations
- Adult, Dislocated Worker, and Youth populations and funding levels
- Overview of services

With the passage of the WIOA, staff regularly update this informative tool to describe the changes in the legislation, including the focus on regional economies, the elimination of the required sequence of services for job seekers, the importance of



Fulton Workforce Development Area – WIOA Plan fo2020-2023

business services and outreach approaches, the identification and development of sector strategies and career pathways, the emphasis on Out-of-School youth activities, including work-based learning opportunities, and the new primary indicators of performance.

c. Describe how the local board will coordinate workforce development activities carried out in the local area with regional economic development activities carried out in the region (in which the local area is located or planning region).

The LWDB plays an active role in the economic development activities carried out in Fulton County. Its staff assists in efforts to attract new businesses to the community, as well as to retain and expand existing ones through the administrative relationship with Select Fulton, the county's economic development arm.

The LWDB membership includes economic development, education and other community representatives that complement the private sector membership. Through this relationship, the LWDB is regularly updated regarding economic development activities and continually review opportunities to engage emerging and expanding businesses, especially within the sector priorities, throughout both the Metro Atlanta region and Fulton County.

d. Describe how local board members are kept engaged and informed.

LWDB local board members are regularly updated at all local board meetings regarding the most recent activities involving WIOA, education, economic and community development by staff. LWDB also is engaged in collaborative regional opportunities that also support activities of specific interest to the LWDB.

Agendas, meeting minutes and related information is available at the following link: <http://www.fultoncountyga.gov/wia-board-of-directors/wia-board-meetings-> to provide related meeting information. This page also provides additional information for LWDB reference regarding items such as LWDB Roster, Youth Services, Board Development, and other related and relevant information.

2. Local Board Committees – Provide a description of board committees and their functions.

The LWDB is governed by and is comprised of representatives from the WIOA mandated partners, business community and other relevant organizations. The LWDB's infrastructure includes several Task Forces that work with the Select Fulton Economic Development, Workforce Development Division staff to develop



Fulton Workforce Development Area – WIOA Plan fo2020-2023

plans, policies and procedures for different components of the System. Each Task Force is chaired by a LWDB member and is comprised of LWDB members and at least one non-voting board member, with special emphasis on representation from the business community, officers of the LWDB and required partners. A representative from one of the required partners serves on the Performance and Accountability Task Force and Youth Council, which has responsibility for ensuring service integration. All Task Force documents that are developed must go to the LWDB or the Executive Committee for review and approval.

Specific Task Force descriptions are as follows:

Executive Task Force. Between meetings of the LWDB, the business and affairs of the LWDB may be directed by an Executive Task Force composed of the officers and such Directors and Chairs of such Task Forces as agreed upon by a majority vote of the Directors then in office. Vacancies on the Executive Task Force shall be filled by a majority of the LWDB at a regular meeting or at a special meeting called for that purpose. The Executive Task Force shall keep minutes of its proceedings and shall report to the LWDB on any actions taken.

Performance and Accountability Task Force -Responsible for preparing and updating the Board's Comprehensive Long Range Plan; reviewing the needs of the local labor market; developing strategic plans; reviewing program performance; establishing and benchmarking performance measures for the system; reviewing on-site program contractor monitoring reports; assisting with the review and recommendations on Memorandums of Understanding and Request for Proposals; reviewing the Board's financial reports monthly. Responsible for developing and updating "Individual Training Account' (ITA) policies and procedures; developing and updating (ITA) voucher system; and developing and updating training provider certification and monitoring where appropriate. Responsible for providing information and assisting with operational and other issues relating to the one-stop delivery system, which may include as members representatives of the one-stop partners. Responsible for providing information and to assist with operational and other issues relating to the provision of services to individual with disabilities, including issues relating to compliance with section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding providing programmatic and physical access to the services, programs, and activities of the one-stop delivery system, as well as appropriate training for staff on providing supports for or accommodations to, and finding employment opportunities for, individuals with disabilities.

BOARD VISIBILITY AND DEVELOPMENT TASK FORCE – Responsible for training and involving current members; identifying, recommending, recruiting and orienting new members; planning and recommending officer succession; defining and refining Task Forces and Task Force membership; developing Bylaws for Board approval.



Fulton Workforce Development Area – WIOA Plan fo2020-2023

Responsible for developing a comprehensive approach to meet the needs of employers within the market area, identifying key stakeholders and developing partnerships to foster long-term business alliances across industry lines.

AD HOC TASK FORCE. The Chairperson may appoint or authorize the appointment of such other Task Forces as may be deemed necessary and appropriate to carry out the purpose of the operation. Beginning in 2019, the LWDB is looking to add a Finance Committee to review budgetary matters and provide guidance on the direction of workforce resources.

YOUTH COUNCIL- Responsible for planning and raising visibility of youth activities and services for youth; recommending providers of youth services and activities; developing portions of the local plan related to youth; sharing information about youth initiatives underway in the region; identifying issues and challenges relating to youth programs and activities; and developing and monitoring implementation of strategies for youth as defined in the Comprehensive Long Range Plan. Youth Council members are non-voting members of the Board. The YOUTH COUNCIL is a standing committee to provide information and to assist with planning, operational, and other issues relating to the provision of services to youth, which shall include community-based organizations with a demonstrated record of success in serving eligible youth.

3. Plan Development – Provide a description of the process by which the plan was developed including the participation of core partners, providers, board members and other community entities. Also describe the process used by the local board to provide a 30-day comment period prior to the submission of the plan including an opportunity for public comment, including comment by representatives of businesses and comment by representatives of labor organizations, representative of education and input into the development of the local plan.

LWDB' approach to strategic planning has been and continues to be multi-faceted and includes the following:

- LWDB conducts an annual customer, employer, and partner satisfaction survey to understand how to better serve the citizens of Fulton County. Responses are received and discussed during LWDB meetings, Task Forces meetings and management staff meetings.
- LWDB Staff members met to discuss new ideas and strategies for the 2016-2020 plan. These strategies were provided to the Quality Assurance and One Stop Operations Task Force for their feedback, review and development of the draft plan.



Fulton Workforce Development Area – WIOA Plan fo2020-2023

- Customer comment cards are placed in the One Stop Career Centers and customers are encouraged to complete the cards and place them in a secured collection box. Management Information Systems (MIS) collects, analyzes, and tabulates the responses for reporting purposes on a quarterly basis. These reports are provided to appropriate LWDB Board Task Forces and staff leadership for planning purposes. In order to provide more immediate response to customer input, a computerized customer survey tool has been implemented which allows faster compilation of and response to customer feedback.
- LWDB staff interfaces with members of the Board through the Task Force structure and with One Stop Career Center partners on an ongoing basis to discuss and to help identify gaps in services and barrier resolution.
- LWDB staff and Board members consult and participate in Employer Forums with area Chambers of Commerce Presidents, and Metro Atlanta Area businesses; attend several conferences and trainings to obtain information about current labor market information and local workforce development trends.

The information from the activities above was submitted to the Quality Assurance and One Stop Operations Task Force for review and development of the draft plan. The draft plan was submitted to the LWDB for approval.



Service Delivery and Training

- 1. Expanding Service to Eligible Individuals – Provide a description of how the local board, working with the entities carrying out core programs, will expand access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. Include how the local board will facilitate the development of career pathways and co- enrollment, as appropriate, in core programs, and how it will improve access to activities leading to a recognized postsecondary credential, academic or industry- recognized.**

As LWDB continues with its implementation of WIOA, it plans to expand access to employment, training, education, and supportive services for customers by better coordinating workforce partner services and resources.

The LWDB has in place basic agreements with its partners; however, it wants to increase their participation in the workforce system and also increase their on-site presence at the One-Stop facility. The LWDB wants its partners to understand that they share the common goal of helping individuals find, get, and keep good jobs in the local community.

As such, the board has secured a one-stop operator who will coordinate and facilitate the visibility of partners as its one-stop locations. Additionally, a third party provider has been identified and secured to provide career services to the residents of Fulton County and Dislocated Workers seeking services in the LWDA. Identifying and securing a third party provider continues to increase the outreach to potential program participants, performance outcomes and customer service to both WIOA participants and the LWDB.

The LWDB has engaged with key public and private stakeholders, including its One-Stop partners and local business organizations to gather input and feedback. It has begun to identify and develop career pathways that lead to better jobs. The LWDB has also identified skills gaps for the identified careers. The LWDB has begun to work with its training provider partners to develop appropriate programs and curricula to fill these gaps. Finally, the LWDB has continued to host roundtables, discussions, and forums to promote and advocate for a skilled and prepared workforce in the Fulton County area.

The Board also plans to continue to develop sector-strategy initiatives, including the identification of career pathways in the County's targeted industries. Regionalization, of the five Metro Atlanta boards share best practices especially those related to the career pathways of the targeted industries.

The objective to this approach is to improve services for customers, eliminate duplicative partner efforts, and better leverage funding and other resources in the community.



Fulton Workforce Development Area – WIOA Plan fo2020-2023

2. Description of Service to Adults and Dislocated Workers – Provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.

Career Services and Training Services are readily available to dislocated workers at each of the LWDB One Stop Career Centers. The LWDB participates as a core partner with the GDOL North Metro Career Center in the state-level Rapid Response System. Teams comprised of One-Stop staff and collaborative partners are in place to provide an efficient and coordinated approach to servicing dislocated workers.

The LWDB provides focused service to dislocated workers. By seeking partnerships with companies planning reductions in force and working with them prior to implementation, the LWDB seeks to help reduce dislocated workers transition more successfully. Additionally LWDB (through the Rapid Response Unit) works collaboratively with GDOL to engage dislocated workers in training services expeditiously by ensuring that their training program dates closely coincide (where possible) with their UI benefits. The LWDB also conducts bi-weekly WIA orientation sessions at the Georgia Department of Labor North Metro Career Center.

Persons who meet the criterion for Adults based on the priority population category and eligibility of WIOA are serviced at either of the One-stop centers. Assessments, Orientation, and training options (ITA's and non-ITA's) are presented and provided to the Adult population as with Dislocated Workers.

To expedite these services without a significant delay, a third party provider has been secured to service both the Adult and Dislocated Worker participants.

3. Description of Rapid Response Services – Provide a description of how the local board will coordinate workforce development activities carried out in the local area with statewide rapid response activities.

Upon receipt of notification of an event from Geographic Solutions, staff immediately begins tracking and contacts the employer within 48 hours after receiving notification. The employer is provided necessary paperwork and contact information for the Georgia Department of Labor's Mass Separation Unit. They are advised to forward the information to Unit and are engaged to schedule an employer meeting. Local partners are notified of the event and engaged to discuss possible strategies.

During the employer meeting, WIOA employer and employee resources are provided to the employer, staff seeks to schedule employee sessions to begin resettlement work



Fulton Workforce Development Area – WIOA Plan fo2020-2023

with affected employees and, if possible, provide incumbent worker services to the employer. Following the meeting, staff follows up with the employer and local partners to coordinate other services such as UI claim-taking sessions, job search workshops, positive recruitment, job fairs and transition centers as appropriate.

Staff records participant information into Geographic Solutions regarding dislocated worker participation in Rapid Response EIS.

The LWDB provides focused service to dislocated workers. By seeking partnerships with companies planning reductions in force and working with them prior to implementation, the LWDB seeks to help dislocated workers transition more successfully into new or continuing employment. Additionally, LWDB (through the Rapid Response Unit) works collaboratively with GDOL to engage dislocated workers in training services expeditiously by ensuring that their training program dates closely coincide (where possible) with their UI benefits.

4. Description of Youth Services – Provide a description and assessment of the type and availability of youth workforce development activities in the local area, including activities for youth with disabilities. This description and assessment shall include an identification of successful models of such youth workforce development activities.

Fulton County's process and procedure for contracting with youth services providers is carried out through an annual competitive bid process administered by the Purchasing Department. During the bid process, vendors are given the opportunity to submit quote proposals. The Purchasing and Finance Departments review proposals and select the vendor based on departmental procedures. After the vendor has been selected, a Memorandum of Understanding is created and all partners involved are asked to sign. Monitoring of the vendor services is performed by Continuous Quality Improvement and Finance Departments on a quarterly basis.

The Youth Council annually reviews past performance related to how youth are being served and makes recommendations as to how the LWDB can incorporate the most effective youth strategies based on assessments and similarities of service needs. The majority of services required by the fourteen (14) WIOA elements are provided through existing grantee partners of Fulton County. If an element of service is unmet, the LWDB initiates a request for the proposal and bidding process. The Youth Council also supports LWDB through partnerships with youth services organizations that are subsidized through Fulton County General Funds FRESH Grant Program.

Youth who are deemed eligible to receive services through the Workforce Innovation and Opportunity Act are assigned to a Youth Advisor, who facilitates



Fulton Workforce Development Area – WIOA Plan fo2020-2023

services for the youth customer. Once assessed, goals are set and an Individual Service Plan is designed to outline a strategy for meeting the youth's goals. By having access to the Aging and Youth Department's Office and Housing and Community Services Office of Grants and Community Partnerships; the Youth Advisor is able to access information and resources that often augment service provision.

The LWDB develops and maintains Memoranda of Understandings with a number of agencies that provide services centered on the fourteen (14) local youth program elements described in the Workforce Investment Act. The Youth Advisor adheres to a referral process established between the LWDB, Job Corps, YouthBuild and other service providers. The LWDB has also established a working relationship with the Fulton County middle and high school guidance counselors, the Office of Career Technology and the Fulton Institute of Technology. Challenges and trends within the school system are identified in an effort to alleviate barriers that prevent youth from receiving needed services. Continued endeavors with this group have led to more customized service provision, i.e. summer youth employment opportunities, in-school careers in healthcare programs, etc.

Strategies designed to address out-of-school youth include community outreach, partnerships and collaborative efforts with organizations that serve this population. LWDB has Memorandums of Understandings with the following organizations; the Fulton County Juvenile Justice Center, the Department of Family and Children Services, Fulton County Housing Authority, Fulton County Community Libraries, Covenant House, Atlanta Technical College, Georgia Department of Labor, Georgia Department Labor-Vocational Rehabilitation Services, United States Department of Labor/ Job Corps, The Atlanta Job Corps Center, Genesis Prevention Coalition, The Youth Experiencing Success Atlanta Program, Fulton County Department of Health and Wellness, Fulton County Schools Work-Based Learning Department. Outreach efforts include youth job fairs, community symposiums (Middle and High School Career Days, presentations for school faculty), and the provision for employment readiness. Through reciprocal referrals, LWDB is able to provide skills upgrades, to include job readiness, GED preparation, remediation services, and employment assistance.

Guided by the LWDB and our third party provider, the Youth Advisor will guide youth program participants in exploring and earning valuable technical, career and business skills. The Career Pathways Program will:

- ① address youth needs such as job readiness, life skills, career awareness, and personal social development.
- ② Address financial literacy (i.e., Money Smart training including banking and budgeting), employment preparation, interviewing and appropriate communication skills for the world of work will be emphasized.



Fulton Workforce Development Area – WIOA Plan fo2020-2023

- ⓪ Conflict resolution, anger management, appropriate work attitudes, business etiquette, cooperation with co-workers and supervisors, confidence and personal responsibility will be instructed.
- ⓪ The positive and negative impact of “social networking sites” on obtaining and maintaining employment in today’s work force.
- ⓪ Program participants will develop and present a workshop that focuses on “Life Skills” (anger management, social networking, etc.). Visual aids, computer technology, and public speaking.
- ⓪ Seven Steps for a Highly Effective Teen will be taught (3 -4 full days)
- ⓪ Youth will participate in Lectures and demonstrate what they have learned by measurements of discussion, as well as pre and post testing.
- ⓪ Participants will create a resume, portfolio, and business documents such as cover letters, and design their own business card.
- ⓪ Youth will interview different business owners and attend job shadowing days. May try and conduct some videos of different owners and department directors within Fulton County.
- ⓪ Youth will work with employers to understand the expectations of the real world of work.

Beginning in 2019, the LWDB ~~began~~ will ~~exploring~~ ing best practices in the State and around the country for youth entrepreneurship programs with the goal of creating an extra resource to serve program youth.

5. Implementation of Work-Based Learning Initiatives – Provide a description of how the area will implement initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries and other business services and strategies designed to meet the needs of employers in the corresponding region in support of the business service strategy.

In the past WorkSource Fulton has worked specifically with youth on Work-Based Learning Initiatives in the health care Industry called Hook on Health. This program proved to very successful for youth at that juncture.

WorkSource Fulton has begun to work on their On-the-Job Training (OJT) initiatives in the IT sector. However, additional execution of On-the-Job Training (OJT), Customized Training, and other work-based learning services require further exploration and implementation.

After reviewing the best practice models of these programs, WorkSource Fulton will review and implement appropriate work-based learning opportunities to benefit both job



Fulton Workforce Development Area – WIOA Plan fo2020-2023

seekers and employers, especially in concert with the priority occupations within targeted sector industries.

From a regional perspective partnerships within these initiatives are currently under review within sector strategies. As a region the LWDA's are aware of the need to actively recruit participants for sector strategies within and external to their LWDA to successfully meet the needs of their participants (to gain training which leads to self-sufficiency) and employers to fill crucial job vacancies.

6. Provision of ITAs – Provide a description of how training services in WIOA § 134 will be provided through the use of ITAs. If contracts for the training services will be used, describe how the use of such contracts will be coordinated with the use of ITAs and how the local board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.

A regional effort has also played an important role in identifying sector strategies and awareness of training for high-demand occupations. Working together in a cohesive regional approach strengthens the relationships with both providers and employers in high-demand occupations.

In an effort to increase the availability of training in high-demand occupations, the LWDB understands that it must not only work to ensure that the training opportunity is available, but that customers who are basic skills deficient have greater opportunity to become eligible to take advantage of that training. This includes working diligently to erase basic skills barriers to employment. Towards this end, computer-based and instructor-led basic skills instruction are a major focus for adult and youth customers whose assessments indicate that they are basic skills deficient.

The LWDB, in partnership with Gwinnett Technical College, is working to expand GED training offerings in the North Fulton area by adding classes at the North Fulton Career Center and perhaps in other locations in the area. In addition, plans are underway to strengthen and increase basic skills instruction opportunities in South Fulton.

Partnerships with industry organizations, employers, community partners and training providers have been established and ongoing in order to continue to enhance and to (detailed in the responses below) continue to create innovative programs and collaboratives. Every quarter, the LWDB reviews applications for new eligible training providers to ensure customers have access to new training programs in high-growth, high-demand fields. New providers, additional programs and program change requests are monitored and updated to allow LWDB customers to have the latest information related to education and occupational skills training



Fulton Workforce Development Area – WIOA Plan fo2020-2023

In order to ensure that opportunities will not be limited and availability is maximized, WorkSource Fulton has secured a One-stop Operator and a third party provider to provide services to the Youth, Adult and Dislocated Worker participants which allows for more Fulton County customers to be served without delay. Fulton County WIOA staff will continue to be engaged in outreach and marketing efforts to publicize the services available through the WorkSource Fulton One-Stop Career Centers.

In order to ensure that opportunities will not be limited and availability is maximized, the LWDB will:

- i. Create collaborative partnerships and career pathways programs that will engage employers and training providers in creating innovative programs and employment opportunities.

Such partners include:

- Gwinnett Technical College
- Youth Enhancement Services
- Atlanta Technical College

- ii. Target short-term training programs to assist LWDB customers in increasing their occupational skill sets and credentialing status in a relatively short time frame to allow for an expeditious return to the workforce. Bootcamp-style and short-term Apprenticeships will be a major focus.
- iii. Partner with employers and training providers to ensure that training programs offered meet the needs of area employers. Utilize Customized Training and Fast Track Training as powerful tools to close skills gaps.

7. Entrepreneurial Skills Training and Microenterprise Services – Provide a description of how the area will coordinate and promote entrepreneurial skills training and microenterprise services.

The LWDB believes entrepreneurial skills training and microenterprise services should provide the basics of starting and operating a small business. Some examples of such skill development include, but are not limited to, the following abilities:

- Taking initiative;
- Creatively seeking out and identifying business opportunities;



Fulton Workforce Development Area – WIOA Plan fo2020-2023

- Developing budgets and forecasting resource needs;
- Developing a customer-centered environment;
- Understanding various options for acquiring capital and the tradeoffs associated with each option;
- Communicating effectively and marketing oneself and one's ideas.

As the demand demonstrates, the LWDB will partner with other Metro Atlanta Workforce Areas and/or work closely with other partners to identify and establish appropriate services and training in this area. Special emphasis will be placed on those areas that complement the priority industry and sector preferences.

The LWDB will strengthen long-standing relationships with Goodwill of North Georgia and the Atlanta Metro Black Chamber of Commerce to provider robust entrepreneurship and microenterprise support and training services.

8. Coordination with Education Programs – Provide a description of how the local board will coordinate education and workforce development activities carried out in the local area with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services and avoid duplication of services.

As outlined in the response to Service Delivery and Training, 4. above, LWDB' youth services are organized to coordinate strategies, enhance services, and avoid duplicative efforts with local agencies including secondary and postsecondary education programs in the local area.

The area's secondary and postsecondary education programs provide additional assistance with academic and basic skills achievement, including tutoring services, peer-to-peer mentorships, and GED preparation.

Gwinnett Technical College is a strong education partner and major LWDB contributor. This partnership will work closely with the Quality Assurance and One Stop Operations Task Force to build synergy, eliminate duplication and coordinate strategy in the delivery of education programs. This work will provide the foundation upon which viable stackable credentialing and career pathways are built.

9. Description of Supportive Services – Provide a description of how the local board will coordinate workforce development activities carried out under this title in the local area with the provision of transportation, including public transportation, and other appropriate supportive services in the local area. Describe the coordination of transportation and other supportive services regionally, if applicable. Please include the region/local area Supportive Service



Fulton Workforce Development Area – WIOA Plan fo2020-2023

Policies.

The LWDB will consider on an individual basis where the funding for training should be allocated to the cost of tuition only. On a case by case basis determination for supportive services for books, tools, etc. will be reviewed by the third party provider for approval. The LWDB seeks to ensure barriers to training for a successful completion of certificate or degree attainment are identified and removed, particularly if the barrier is related to support for specific training material requirements.

The LWDB offers a variety of supportive services including childcare subsidies, assistance with transportation, assistance with utility payments, clothing, and housing/rental payments as long as funds are available. These services are made available to adults, dislocated workers and youth to enable their participation in authorized activities under WIOA. Supportive services however are specifically provided to those participants in training, who are in compliance with their WIOA Training Plan.

A customer can be served in level II Career Services (case management, training accounts, and supportive services) one time within any 3-year period. The 3-year period begins the date that the customer completes his/her ITA and is exited from our system. So the date is 3 years from the date of exit. A customer can receive Core Services as often as requested. Case- by-case consideration will be given to those customers that become employed following training, are subsequently dislocated/laid off, and their occupation or training field is no longer noted on the Demand Occupation List.

WorkSource Fulton partners with the Fulton County Housing Authority and with the Housing and Community Development Department to address concerns of the housing and shelter. WorkSource Fulton is aware that housing is a barrier to both training and employment which must be addressed prior to starting training for successful completion to maintain and/or obtain self-sufficiency.

10. Coordination with Social Service Programs – Provide a description of how the local board will coordinate with social service providers, including SNAP and TANF. The description should include the utilizations of both programs as a referral source.

WSF, TANF and SNAP has continued to foster a strong relationship when it comes to supporting each other's efforts, working with the community, each other's customers, communication, as well as referrals and success. Our relationship began over 10 years ago and continues to remain in place until today. Fulton has had a relationship with these programs for over 10 years.



Fulton Workforce Development Area – WIOA Plan fo2020-2023

There are clear incentives for WIOA, SNAP and TANF to work together. One incentive is that these programs share populations that have, in recent years, become a higher priority for employment and training services. However, if WIOA, SNAP and TANF are not careful to think strategically about collaboration each may provide duplicative services rather than adding new or expanded services tailored to the population's specific needs.

Neither agency alone has the capacity to meet comprehensively the employment and training needs of low-income clients, a vast majority of whom face multiple barriers to finding and retaining employment leading to self-sufficiency, as such effective collaboration is also mandatory.

Incentives for working together:

1. WIOA provides universal access to all jobseekers through “basic career services,” and emphasizes providing targeted services to “individuals with barriers to employment,” which includes low-income individuals.
2. Participants in SNAP and TANF programs meet the requirements of WIOA’s priority populations for employment and training services to public assistance recipients, other low-income individuals, and those with low basic skills.
3. Low-income individuals are given priority of service when it comes to receiving higher-intensity services like “individualized career services” or training from the WIOA Adult program supporting and assisting participants move toward economic self-sufficiency.
4. A partnership would expand the availability of qualified work activities for TANF and SNAP participants.
5. Participation in a WIOA program is considered a qualifying activity for purposes of meeting SNAP and TANF compliance.
6. In order for participants to continue to receive SNAP or TANF benefits for more than 3 months in a 36 month period he/she must be enrolled in a training or employment activity.
7. Partnering with WIOA services would increase the capacity to serve more disadvantaged populations, and to build robust partnerships with community colleges, community-based organizations, and employers to improve outcomes.

A collaborative effort will assist all three of these programs with participant enrollment, participant success in addition to the programs meeting their own respective performance goals.

Collaboration Approach and Design:



Fulton Workforce Development Area – WIOA Plan fo2020-2023

1. A designated point of contact for participants and staff.
2. A WIOA Staff person who manages TANF and SNAP participants on a specialty case load.
3. Bi-weekly staff presence at TANF and SNAP locations for recruitment.
4. Documented Client Referrals from TANF and SNAP case managers.
5. Monthly staffing's with TANF and SNAP Case Managers.
6. Career Center Orientations specifically tailored for TANF and SNAP participants twice per month.
7. Providing Basic, Individualized and Training Services to participants
 - a) Basic/Self Directed/Staff Assisted- career services include initial skill assessments, the matching of job seekers with employer-posted job openings, as well as information and referrals to programs and services.
 - b) Individualized Career Services provides participants with more personalized career services which include comprehensive assessments, individual employment plans, and other career planning.
 - c) Training services – provision of individual training account, pre-vocational training accounts, OJT, Work Experience and possibly Customized Training for the participant to achieve self-sufficiency.
 - a. Training and Employment in Demand Occupations
 - b. NOTE: skills gains, a high school diploma or a high school equivalency diploma and/or the National Career Readiness Credential may be first step of the journey for those who are basic skills deficient. We will support those participants who are compliant in making strides to self-sufficiency by paying for their GED and an ITA in a Demand Occupation.
8. On-site hiring events specifically for TANF and SNAP participants.
9. Provision of supportive services when necessary, without duplication to what is being provided by DFACS.
10. Follow up services of 12 months after employment and successful completion.



Coordination with Core Partners

1. **Description of the Workforce System** – Provide a description of the workforce development system in the local area that identifies all relevant programs and how the local board will work with the entities to carry out both core and other workforce development programs to deliver well aligned services in support of the strategies identified in the state plan. This should include programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.).

The LWDB maintains a Memorandum of Understanding in order to align and share resources.

The LWDB has formal reciprocal referral agreements with:

- (a) Fulton County Local Workforce Development Board;
- (b) Chief Elected Official (CLEO);
- (c) Georgia Department of Labor (GDOL);
- (d) Gwinnett Technical College (GTC);
- (e) Georgia Vocational Rehabilitation Agency (GVRA);
- (f) Atlanta Technical College (ATC);
- (g) Fulton Atlanta Community Action Authority (FACAA)

2. **Coordination with Wagner-Peyser** – Provide a description of plans and strategies for, and assurances concerning, maximizing coordination of services provided by the state employment service under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) and services provided in the local area through the one-stop delivery system, to improve service delivery and avoid duplication of services.

The LWDB maintains a Memorandum of Understanding with the Georgia Department of Labor with regard to continued services at the LWDB One Stop Career Centers.

The LWDB, in cooperation with GDOL, co-sponsors numerous onsite recruitment events, employer information sessions as well as transitional expositions throughout the year that provide a variety of information and services to the citizens of Fulton County. Workshops on a variety of employment readiness topics are made available to attendees of all ages.

GDOL is a partner in one LWDB s Career Center and provides core services to our customers. LWDB staff collaborates with the Rapid Response Unit to facilitate WIOA Informational Sessions for dislocated workers and/or workers who have been served with notice of separation.



Fulton Workforce Development Area – WIOA Plan fo2020-2023

- 3. Coordination with Adult Education – Provide a description of how the local board will coordinate workforce development activities carried out in the local area with the provision of adult education and literacy activities under title II in the local area, including a description of how the local board will carry out, consistent with subparagraphs (A) and (B)(i) of section 107(d)(11) and section 232 of the WIOA Law, the review of local applications submitted under title II.**

The LWDB maintains a Memorandum of Understanding with the Technical College System of Georgia with regard to continued Title II services at the LWDB One Stop Career Centers.

As may be required by WIOA, it is planned that the Title II agency(ies) will provide the LWDB with an outline of the AEL grant application that includes the following: counties/areas served within the grant, how AEL is providing instruction that supports the chosen sector strategies of the region, the partner activities that prepare individuals for careers, AEL and WIOA co-enrollment processes, evidence of a service strategy between the AEL and the LWDB, and promotion of AEL services in the One-Stop.

- 4. Coordination with Vocational Rehabilitation – Provide a description of the cooperative agreement between the local Georgia Vocational Rehabilitation office and the local board which describes efforts made to enhance the provision of services to individuals with disabilities and to other individuals, cross-train staff, provide technical assistance, share information, cooperate in communicating with employers and other efforts at cooperation, collaboration and coordination.**

The LWDB maintains a Memorandum of Understanding with the Georgia Vocational Rehabilitation Agency with regard to continued Title IV services at the LWDB One Stop Career Centers.

The LWDB has a reciprocal referral process in place with the Georgia Vocational Rehabilitation Agency. The LWDB partners with Goodwill Industries, Benefits Navigator, Disability Link, Money Follows the Person Program (MFP), and the National Federation of the blind of Georgia.



Performance, ETPL and Use of Technology

- 1. Description of Performance Measures – (WFD will issue instructions for the completion of local area performance negotiations upon receipt of federal guidance.) Provide a description of the local levels of performance negotiated with the Governor and chief elected official pursuant to WIOA § 116(c), to be used to measure the performance of the local area and to be used by the local board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under subtitle B and the one-stop delivery system, in the local area.**

Each year, the LWDB and the TSCG Office of Workforce Development meet and agree on a set of measurable goals. Our performance data is entered into a database from which a quarterly report is published of our performance. The nature of work is very much impacted by external economic forces and as such, we meet frequently to manage better outcomes.

Prior to the negotiation period, each local area will be required to submit proposed performance targets for PY18 and PY19 on the following measures:

- Adult and Dislocated Workers
 - Q2 Entered Employment Rate
 - Q4 Entered Employment Rate
 - Q2 Median Earnings
 - Credential Attainment Rate
- Youth
 - Q2 Entered Employment/Education/Training Rate
 - Q4 Entered Employment/Education/Training Rate
 - Credential Attainment Rate

The following measures will be tracked and reported, but will not be included in performance negotiations for PY18 or PY19.

- Adult and Dislocated Workers
 - In-Program Skills Gains
 - Employer Engagement
- Youth
 - Q2 Median Earnings
 - In-Program Skills Gains
 - Employer Engagement



Fulton Workforce Development Area – WIOA Plan fo2020-2023

The levels of performance to which the State and each local area will be accountable will be reached through negotiation – between USDOL and the State and between the State and each local area. Under Section 116 of WIOA, local levels of performance on each of the performance measures are to be "based on the State adjusted levels of performance," taking into account "the specific economic, demographic, and other characteristics of the populations to be served in the local area."

2. One-Stop System Performance and Assessment – Provide a listing of locally/regionally developed one-stop performance standards and describe the criteria used to develop the performance standards. Describe how the one-stop system and regional service delivery is assessed by the local board.

Locally/Regionally Developed One-Stop Performance Standards: At this time the LWDB has not developed local performance standards in addition to the required WIOA Indicators of Performance. Additionally, no regional performance standards have been established for the Metro Atlanta Workforce Region. However, the five local boards that comprise the region are interested in establishing them.

One Stop and Regional Service Delivery Assessment: As part of the One Stop Memorandum of Understanding, the LWDB provides the following services and assessment framework for the One Stop locations in Fulton County:

- Provide the necessary space, equipment and supplies for the operation of the One Stop Career Center and the services of the Partner;
- Be responsible for overall administration of the One Stop Center;
- Develop and provide "Operating Policies and Procedures" for the One Stop Center to include referral of customers to and from the Partner;
- Train appropriate staff at the One Stop Centers on all LWDB procedures related to the operation and provisions of services at the One Stop Center;
- Develop and implement a plan to serve the needs of the business community which integrates and coordinates programs and services of the One Stop Center;
- Monitor One Stop Center activities under the MOU to ensure performance goals are being met, procedures and records are being maintained and the terms of the MOU are being fulfilled.

The LWDB will continue to update these activities as additional guidance is received and the implementation of WIOA continues and evolves.



Fulton Workforce Development Area – WIOA Plan fo2020-2023

3. **ETPL System** – Describe the regional Eligible Training Provider System, including the elements listed below.
 - a. Provide a description of the public notification to prospective providers.

LWDB along with the Atlanta Regional Workforce Board and DeKalb County Workforce Development utilize a regional approach for the ETPL system through the formation of a Regional Individual Training Account Committee (Regional ITA Committee). Under a contractual arrangement with the Atlanta Regional Commission (ARC), the ARC solicits bids through a public invitation process for the three boards by posting a training provider application on its website.

Further, in an effort to expand the industry offering among service providers and in response to the local economy, the LWDB also provides notification of the application process via the LWDB's public notification process. Additionally, the LWDB will conduct a bi-annual or more frequent information sessions for those interested in becoming providers.

- b. Provide a description of how the board(s) evaluates providers and proposed training programs for initial eligibility, based on (at a minimum) criteria of proven effectiveness, local employer/industry demand, accreditation and customer accessibility.**

As discussed in the response to Performance, ETPL, and Use of Technology, 3.a. above, the LWDB participates in a regional approach for the ETPL system. Under the contractual arrangement, ARC is responsible for evaluating training provider applications.

ARC conducts pre-award visits, verifies performance information (including Geographic Solutions reporting), and completes employee interviews as well as participant/ student interviews. Additionally, ARC compares State WIOA performance goals, and regional goals against provider performance outcomes. In doing so, ARC may use UI Wage Reports to verify employment, employment dates, and wages.

Upon completion of the evaluation, ARC prepares summary reports for the Regional ITA Committee's consideration. Once a provider is approved, ARC electronically transmits the information to the OWD for its approval and inclusion on the ETPL.

Additionally, as needed, ARC will issue letters to applicants who fail to submit adequate information. If it is determined that fraudulent or faulty information has been submitted, then the application will be denied.

Once a provider is approved, ARC electronically transmits the information to the OWD for its approval and inclusion on the ETPL.

The LWDB then presents applications to its Quality Assurance and One Stop



Fulton Workforce Development Area – WIOA Plan fo2020-2023

Operations Task Force which then makes recommendations to the LWDB for provider inclusion on the Fulton County Eligible Provider List. The LWDB may choose to use, restrict, or reject an eligible provider based on its local policies.

c. Provide a description of the formal appeals process for aggrieved ITA customers and providers of unapproved training programs.

Participants who would like to appeal the decision of the Site Supervisor may obtain a Grievance Form from the Career Center. The appeal shall be addressed as follows:

Customers contact:
Workforce Development Division Manager
141 Pryor Street SW
Suite 2052
Atlanta, GA 30331
Telephone: (404) 613-6381

Or

Providers contact:
Workforce Development Division Manager
141 Pryor Street SW
Suite 2052
Atlanta, GA 30331
Telephone: (404) 613-6381

The LWDB has contracted with the Atlanta Regional Commission to manage its Individual Training Account System which includes a formal process for providers to appeal unapproved training programs. (Please see attachment K to review entire contract).

d. Provide a description of the ongoing process used to update the data on the eligible providers list (exclusive of the state-conducted continued eligibility process).

The LWDB has contracted with the Atlanta Regional Commission to manage its “Individual Training Account System” which includes updating information on Providers included on the State Eligible Provider List.



Fulton Workforce Development Area – WIOA Plan fo2020-2023

The LWDB contract with ARC stipulates that they will add and remove programs from the State’s ETPL and make needed changes on a quarterly basis. New programs/providers and changes are all monitored by ARC. Providers may be removed from the state listing under the following conditions:

- If inaccurate information regarding a program is intentionally supplied to the local WDB of state, a termination of eligibility will occur and will remain in effect for one year.
- If the local WDB or state determines that an eligible provider has substantially violated any requirements of the Act, the providers must begin correction as appropriate.
- Failure to reapply under subsequent eligibility procedures
- Failure to meet minimum established local and state performance levels

e. Provide a description of any regional policies or agreements for ITAs or training providers.

The LWDB has contracted with the Atlanta Regional Commission to manage its “Individual Training Account System” which includes a formal process for providers to appeal unapproved training programs.

In addition, the LWDB has an Individual Training Account (ITA) Training Provider Agreement that is executed with all providers approved by the LWDB and interested in doing business with Fulton County Workforce Development Division. The agreement is conducted twice per year. (A sample copy of the agreement is available upon request). As part of the regional collaboration efforts, a Regional ITA Committee is reviewing ITA Provider Agreements for possible issuance of a single document which would be used by the regional partners.

f. Provide a description of the process to track and manage all ITA activity.

The training request is submitted to the WIA Coordinator for administrative processing. The application is reviewed for completion, provider eligibility and compliance with LWDB policies. The training agreement is authorized and the Career Planner is notified. The agreement is submitted to the provider and the customer begins training.

Invoice payment procedure:

- Invoices are received/forwarded to Fiscal Officer
- The Fiscal Officer submits invoices to WDD Fiscal Manager.
- The WDD Finance Manager submits the invoices to the Career Center Supervisor for verification



Fulton Workforce Development Area – WIOA Plan fo2020-2023

- Supervisor verifies/denies invoice information
- The WDD Finance Manager prepares verified invoices for payment and processing
- Denied invoices are returned to the provider with an explanation as to why invoice is being returned

The Career Center maintains and updates a monthly Historical Report which includes:

- Customer Name
- Career Advisor
- Status (Adult, Dislocated, Youth)
- Training Provider
- Type of Training
- Length of Training
- Training status (Enrolled, Pending)
- Credential
- Employed
- Job Search
- Did Not Complete
- Successful/Unsuccessful Case Closing
- De-Obligation of Funds

The listing is updated and verified on a monthly basis and reviewed by the WDD Finance Team

The Finance Team maintains a similar listing that includes:

- Customers name
- Social Security Number
- Zip Code
- Vendor
- Training Costs
- Total Paid
- Total Remaining
- Status (Adult, Dislocated, Youth)
- Training Start Date
- Training End Date
- Payments (Start-up, Completion, Placement)
- Payment Voucher Number



Fulton Workforce Development Area – WIOA Plan fo2020-2023

- g. Provide a description of local board policy on use of statewide eligible training provider list (including financial and duration limits, out-of-area training, service to out-of-area customers, etc.).**

The LWDB policies are consistent with the State's policies on maximum duration and financial limits for training. If the cost of training exceeds financial limitation guidelines, Career Advisors will assist in developing a plan that outlines methods to identify potential funding sources. Trainees are not required to apply for or access student loans, or incur personal debt as a condition of program participation.

The LWDB maintains a listing of demand occupations based on the demand and supply data relevant to its work area. For training not identified as a demand occupation in the local area, documentation from at least three employers must be submitted by the customer or provider that substantiates the need or the opportunity for this particular occupation.

The LWDB's policy dictates that all customers who are deemed eligible are permitted to attend training that is within a reasonable commute to the LWDB area, which may include out-of-the-area and out-of-state training institutions. Out-of-the-area training programs that are not within commuting distance to the LWDB service area may be approved on a case-by-case basis. All approved training must be located within the contiguous United States. An individual who has been determined eligible for WIA training services may select a provider from the State approved listing after consultation with a LWDB Career Advisor.

- h. Provide a description of how registered apprenticeship programs are added to the ETPL.**

Under WIOA, all Registered Apprenticeship (RA) programs that are registered with the USDOL Office of Apprenticeship (OA) are automatically eligible to be included on the State ETPL. RA programs are not subject to the same application and performance information requirements nor subject to a period of initial eligibility as other ETPs because they go through a detailed application and vetting procedure to become a registered apprenticeship program sponsor with USDOL/OA.

All RA programs will be informed of their automatic eligibility to be included on the State ETPL and will be provided an opportunity to consent to inclusion, before being placed on the State ETPL. The State will work with OA to develop a mechanism to contact all RA programs within the State regarding inclusion on the State ETPL. OWD will work with the OA to collect information (to populate the State ETPL) on newly OA registered apprenticeship programs on a quarterly basis. Information required to populate the State ETPL includes: Occupations; name/address of program sponsor; name/address



Fulton Workforce Development Area – WIOA Plan fo2020-2023

of instructional provider if different from the sponsor; method and length of instruction; and number of active apprentices.

4. **Implementation of Technology – Provide a description of the technology used to enhance customer (participant and business) experience and any additional data analytics used to enhance planning and measure outcomes beyond mandated performance measures.**

The career centers understand the importance of assessment testing to assist customers with determining and planning their career plan/steps for success. By identifying strengths and weakness both on a professional and personal level it only continues to support and elevate their opportunity for success.

Assisted Technology as well as personality and occupational assessment testing are critical to customers who seek serves at our career centers. [WorkSource Fulton](#) seeks to provide every customer excellent services and technology to meet their needs.

Below are a few of the software products utilized.

Product/Program	General Information
<p>The Work Number Social Services</p>	<p>The Work Number is a database that organizations can use to verify employment and income information. The Work Number databases are provided to us by over 4,300 employers and are updated on a regular basis.</p> <p>Important Facts:</p> <ul style="list-style-type: none"> • The data on The Work Number database is updated each time an employer runs payroll. • Equifax Verification Services provides information given to us by Employers: Employee Name and Social Security Number, Employment Status, Most Recent Start Date and Termination Date (if applicable), Total Time with Employer, Job Title, Rate of Pay, Average Hours per Pay Period, Total Pay for Past 2 years, and the most recent twelve pay periods of



Fulton Workforce Development Area – WIOA Plan fo2020-2023

Product/Program	General Information
	<p>Gross Earnings.</p> <ul style="list-style-type: none"> • It can provide up to 36 months of pay dates, period ending dates, number of hours worked, and gross earnings. All of this information is as current as the most recent pay period. • It will help identify and prevent fraud more quickly and accurately and find unreported income. <p>Benefits to Workforce</p> <ul style="list-style-type: none"> • It's allows Workforce Centers to know where your customers secure employment and to easily track their growth. It helps gauge the success of training programs, comply with federal guidelines, and improve agency performance and reporting. Equifax Verification Services has the critical, and often missing, employment and income piece. • Agencies can access over millions of current and historical payroll records to confirm and track critical placement information. • Equifax verifications provide complete employment detail that allows agencies to confirm necessary employment information including job title, hours worked, rate of pay – each pay period. Our service rapidly verifies income information – online or in batch – which decreases phone calls to employers, reduces manual surveys and provides objective 3rd party documentation for reporting and reviews. In addition, Equifax Verification Services can set



Fulton Workforce Development Area – WIOA Plan fo2020-2023

Product/Program	General Information
	<p>employment alerts that will proactively notify your agency of changes in employment to track client movement and program success.</p> <p>Products: Express Service – Instantly look up client with just an SSN. Batch Service – Run your entire caseload with ease. The Work Number Alert – Monitor your entire caseload on a monthly or quarterly basis, you set the timeframe.</p>
<p>Wonderlic Gain</p>	<p>The Wonderlic General Assessment of Instructional Needs (GAIN) ® is a powerful, all-in-one basic skills numeracy and literacy test that measures English, reading and math competencies in adults and youth. GAIN is the superior choice for Adult Basic Education (ABE) programs, literacy centers, Workforce Development programs, remedial training, GED programs and more.</p> <p>GAIN is approved by the U.S. Department of Education for OVAE-funded Adult Basic Education programs and the U.S. Department of Labor for WIOA Youth Workforce programs.</p> <p>Important Information:</p> <ul style="list-style-type: none"> • GAIN is comprised of a 45 minute literacy skills test and a 45 minute math skills test that can be administered separately or together. The math and English language proficiency tests, suitable for both youth and adult learners, were developed specifically to



Fulton Workforce Development Area – WIOA Plan fo2020-2023

Product/Program	General Information
	<p>measure National Reporting System (NRS) Educational Functioning Levels (EFLs).</p> <ul style="list-style-type: none"> • Shorter testing time – 90 total minutes – is less stressful for students. Programs are able to increase the number of students tested, reducing backlog, and teachers are able to spend more time teaching. • The math and literacy skills tests measure all EFLs with just one form; no locator is required. This simple administration method eliminates the possibility of using the wrong level of test and getting “out of range” results. This saves time and money by decreasing the number of times a student must be tested. • Test administration is flexible; we offer both paper-and-pencil and online versions that can be used for pre, progress and post testing. • Certification and training for all test administrators are available at no charge.
<p>TABE Online</p>	<p>TABE Online is a system that lets you assess and report adult basic education skills at any time using the Internet. It provides you with reliable, skill-level data to screen and place students in training and employment programs or determine readiness for success as tested by the GED® Tests. TABE Online includes the Locator, Complete Battery, and Survey tests for TABE 9&10.</p> <p>With easy-to-read reports, you get immediate information to support important instructional and training</p>



Fulton Workforce Development Area – WIOA Plan fo2020-2023

Product/Program	General Information
	<p>decisions. You can view the results of any demographic group or gain a precise overview of results for a designated period of time.</p> <p>Subject Areas Basic Skills: Reading, Math, Language, Language Mechanics, Vocabulary, Spelling</p> <p>Delivery Format Computer-based (online)</p> <p>Assessment Types Diagnostic Summative Formative</p> <p>Scoring Option Immediate online scoring</p>
<p>Dragon Pro 13.5 (Disability Compliance Software)</p>	<p>Promotes independent communication for persons who are deaf or hard-of-hearing. Translates spoken word from Dragon into Sign language.</p>
<p>JAWS Pro (Disability Compliance Software)</p>	<p>Professional is licensed for one user on up to four (4) computers. Has a larger vocabulary and more powerful features & commands. Control most PC function by voice. Enterprise profile management with user profiles centralized on the network</p>
<p>Large Print Keyboard (Disability Compliance Software)</p>	<p>Enables people with vision loss to independently use a computer with a keyboard, speech, or Braille display. With JAWS, you can navigate the Internet, write a document, create spreadsheets and presentations, email correspondence.</p>
<p>Zoom Text Magnifier/Reader (Disability Compliance Software)</p>	<p>Provides low vision users an easy-to-read keyboard designed to enhance the MAGic and JAWS experience</p>
<p>iCommunicator (Disability Compliance)</p>	<p>Automatically speaks all program controls, including menus, dialogs, list views and</p>



Fulton Workforce Development Area – WIOA Plan fo2020-2023

Product/Program	General Information
Software)	messages. Three verbosity levels give you complete control over the amount of information spoken.

The LWDB recently completed a Six Sigma exercise that targeted related analytics including information and technology needs. This and other considerations, including the Metro Atlanta Regional Plan, will be utilized to enhance and expand the use and role of technology. This could include areas such as using social media & text messaging to better engage job seekers and business, increasing online access to information, and similar technology opportunities.



State Initiatives and Vision

1. **State Branding** – Provide a description for how the area will adopt and utilize the state brand.

The new WorkSource Georgia brand was just recently unveiled by the State. The LWDB is committed to adopting and utilizing this new brand locally as WorkSource Fulton.

As WorkSource Fulton brand is rolled out, we will update our resources, such as our website, facility signage, mobile unit, letterhead, brochures, pamphlets, and other related materials to ensure clarity and consistency in our messaging and outreach efforts. Additionally, we will educate and train One-Stop Center personnel and partners on the proper usage of the new brand, including when answering the telephone and emailing customers.

2. **Priority of Service** – Describe how the area/region will identify and administer the state’s priority of service policy. Identify if the region will add target populations in addition to those specified by state and federal policy.

Priority is given to Veterans upon entry into the Fulton County Workforce Preparation Employment System. They are included in a targeted group of individuals for federally funded programs under WIOA, and will be flagged at point of intake and receive high preference for WIOA adult services funding and are identified through a detailed Intake form completed by all interested Career Center customers.

Veteran - an individual who has served in active military, naval or air service, and was discharged under "other than dishonorable" conditions. This includes full-time duty in the National Guard or a Reserve component, except full-time duty for training purposes.

Note: All Veterans and spouse must meet the United States Veterans Affairs definition including the definitions for LVERs and DVOP staff to provide services (at least 180 days of active military service).

Veterans under WIOA § 3 (63)(A) receive priority of service as described in the Jobs for Veterans Act (38 U.S.C. 4215 (2)). Veterans and eligible spouses of Veterans who otherwise meet the eligibility requirements for adult programs must receive the highest priority for services. TEGL 3-15 references TEGL 10-09 regarding order of priority for Veterans and eligible spouses. Priority must be provided in the following order:

- First, to Veterans and eligible spouses who are also recipients of public assistance are low income individuals, or who are basic skills deficient. Military earnings are not to be included as income for Veterans and transitioning service



Fulton Workforce Development Area – WIOA Plan fo2020-2023

members.

- Second, individuals who are not Veterans or eligible spouses who meet WIOA priority criteria.
- Third, to Veterans and eligible spouses who are not included in WIOA's priority groups.
- Last, to individuals outside the groups given priority under WIOA.

Jobs for Veterans Act (P.L. 107-288) and its corresponding regulations (20 CFR Part 1010) specify that Veterans and eligible spouses should receive priority of service. All Georgia One-Stop sites are required to implement priority of service for covered persons.

Career Center Eligibility Specialists specifically screen for customers indicating veteran status. Career Center staff then assists veterans in determining their eligibility for services to include training and supportive services. Veterans will be requested to bring a copy of their DD Form 214 to orientation. Following orientation, eligible Veterans will be brought together and provided information on eligible veteran services. They will be given priority of service based on fund availability over other customers in their respective category of service, i.e. adults or dislocated workers.

Additionally, the LWDB, also collaborates, organizes and participates in seminars, workshops and job fairs throughout metro Atlanta, specifically at US Army base McPherson in an effort to provide additional employment and resource outreach to veterans.

TRANSITIONING MILITARY SERVICE MEMBERS

Still-active, transitioning military service members may qualify for Dislocated Worker services. While these individuals may be eligible to receive WIOA Dislocated Worker services and funds, they would not be considered 'Veterans' for the purposes of reporting or be eligible for Priority of Service.

For the purposes of serving still-active transitioning service members under the "notice of termination or layoff" eligibility criterion, documentation must align with the DOL Data Element Validation (DEV) requirement for "Date of Actual Qualifying Dislocation." Military Personnel are eligible to begin receiving Dislocated Worker Program services upon receipt of discharge orders (Effective Termination of Service "ETS" Orders or DD-2648-ACAP Transition Checklist).

Length of service to qualify an individual for such discharges or separations under WIOA guidance may be as few as one day of service. Qualified individuals can receive services up to 18 months prior to retirement or 12 months before normal separation. If a transitioning service member successfully reenlists into active military duty, then that



Fulton Workforce Development Area – WIOA Plan fo2020-2023

service member is no longer eligible for services

The following documents are appropriate for verifying covered person status:

- A. A DD 214 (Discharge Papers and Veterans Separation Documents)
- B. An official notice issued by the Department of Veterans Affairs establishing entitlement to a disability rating or award of compensation to a qualified dependent
- C. An official notice issued by the Department of Defense that documents Veteran status or spousal rights
- D. An official notice issued by a state Veterans' service agency that documents Veteran status or spousal rights

Eligible spouses whose eligibility is based on the disability of a living Veteran spouse should obtain the relevant documentation from the U.S. Department of Veterans Affairs.

All covered persons will receive priority of service at the Fulton County WIOA One Stop Career Centers. Information will be displayed regarding our intentions regarding priority of service in prominent public view within the WIOA Career Centers. Priority of service requires that covered persons must be served prior to non-covered persons. Covered persons must still meet all eligibility and program requirements, where they exist. Individuals who are covered persons must be served by any available staff ahead of non-covered persons.

Priority for adult services must be given to recipients of public assistance or other low income individuals, with added priority for individuals who are basic skills deficient. Priority applies regardless of funding levels. Individualized career services and training services must be given on a priority basis, regardless of funding levels, to:

- A. Public assistance recipients and other low-income adults; and
- B. Individuals who are basic skills deficient.

Where funds are determined to be limited, priority will be given to adults who meet the minimum eligibility requirements, but have one or more characteristics that indicate they are low income or public assistance recipients. These scenarios may include but are not limited to:

- i. Individuals who reside in Fulton County outside of City of Atlanta
- ii. Individuals who have a personal or family income below 100% of the poverty level (Lower Living Standard Income Level)
- iii. Individuals who are employed, but in a job earning less than the living wage and/or no medical benefits
- iv. Food Stamp or TANF recipients (current or in last six months)
- v. Supplemental Social Security recipients



Fulton Workforce Development Area – WIOA Plan fo2020-2023

vi. Individuals who are considered Homeless (as defined by HUD)

Target groups served in the area

- Low income
- TANF recipients
- Persons with disabilities
- Older workers
- Dislocated Workers
- Out of School Youth

Note: Veterans in each category will be given priority

Through our partnership with GDOL North Metro Career Center formal referrals are made to the LWDB to provide seamless services to veterans. In addition, the GDOL North Metro Career Center houses the Disabled Veterans Outreach Program (DVOP). These representatives develop jobs and research training leading to maximum career opportunities for veterans with particular focus on the special needs of the disabled. They also arrange vocational guidance, vocational counseling and case management services in response to changes in vocations and vocational adjustment to the total civilian labor market.

Priority will be given to Veterans upon entry into the Fulton County Workforce Preparation Employment System. They will be flagged at point of intake. Veterans will be requested to bring a copy of their DD Form 214 to the orientation. Following the orientation, eligible Veterans will be brought together and provided information on eligible veteran services.

The LWDB engages in a more focused collaborative partnership approach to integrating veteran services. LWDB staff provides veteran orientation sessions at the Georgia Department of Labor North Metro Career Center in an effort to increase WIOA awareness and services to the men, women, and families previously engaged in serving in the armed forces.

LOW INCOME INDIVIDUALS

An individual who meets any one of the following criteria satisfies the low-income requirement for WIOA adult services:

- Receives, or in the past six months has received, or is a member of a family that is receiving, or in the past six months has received, assistance through SNAP, TANF, or the Supplemental Security Income (SSI) program, or state or local income-based public assistance;
- Receives an income or is a member of a family receiving an income that, in relation to family size, is not in excess of the current combined U.S. Department



Fulton Workforce Development Area – WIOA Plan fo2020-2023

- of Labor (USDOL) 70 percent Lower Living Standard Income Level;
- Is a homeless individual, as defined in § 41403 (6) of the Violence Against Women Act of 1994, or a homeless child or youth as defined in § 725 (2) of the McKinney-Vento Homeless Assistance Act;
- Receives or is eligible to receive a free or reduced-price lunch under the NSLA
- Is a foster youth, on behalf of whom state or local government payments are made; or
- Is an individual with a disability whose own income meets WIOA's income requirements, even if the individual's family income does not meet the income requirements of the income eligibility criteria for payments under any federal, state, or local public assistance program?

BASIC SKILLS DEFICIENT

An individual who is unable to compute or solve problems, read, write, or speak English at a level necessary to function on the job, in the individual's family, or in society satisfies the basic skills deficient requirement for WIOA adult services. In assessing basic skills, Boards must use assessment instruments that are valid and appropriate for the target population and must provide reasonable accommodation in the assessment process, if necessary, for individuals with disabilities. At minimum a person scoring at an 8th grade level or below is considered Basic Skill Deficient.

ADULT AND DISLOCATED WORKER ELIGIBILITY

To be eligible to receive WIOA services as an adult in the adult and dislocated worker programs, an individual must:

1. Be 18 years of age or older;
2. Be a citizen or noncitizen authorized to work in the United States; and
3. Meet Military Selective Service registration requirements (males who are 18 or older and born on or after January 1, 1960, unless an exception is justified).

Additional Eligibility Requirements for Adults

- Adults must be either unemployed or underemployed and meet the priority of service requirements.
- An underemployed person is a person who is working part time and desires but cannot obtain full time employment with current skills; or a person who is working in employment not commensurate with the individual's demonstrated level of educational attainment; or a person who is working full time but whose current annualized wage rate is not in excess of, "for a family of one", the percentage of the lower living standard income level set forth by LWDB policy.
- The individual is a displaced homemaker, as defined in WIOA § 3 (16). A displaced homemaker is an individual who has been providing unpaid services to family members in the home and who:
 1. is unemployed or underemployed and experiencing difficulty finding or



Fulton Workforce Development Area – WIOA Plan fo2020-2023

- upgrading employment; and
- 2. has been dependent on the income of another family member but is no longer supported by that income; or is the dependent spouse of a member of the Armed Forces on active duty and whose family income is significantly reduced because of a deployment, a call or order to active duty, a permanent change of station, or the service-connected death or disability of the member.
- The individual is a separating service member from the Armed Services with a discharge other than dishonorable, the separating service member qualifies for dislocated worker activities based on the following criteria:
 1. The separating service member has received a notice of separation (DD214) from the Department of Defense or other documentation showing a separation or imminent separation from the Armed Forces to satisfy the termination or layoff eligibility criteria;
 2. The separating service member qualifies due to exhaustion of unemployment compensation; and
 3. As a separating service member, the individual meets the eligibility criteria that the individual is unlikely to return to a previous industry or occupation.
- The individual is the spouse of a member of the Armed Forces on active duty who:
 1. has experienced a loss of employment as a direct result of relocation to accommodate a permanent change in duty station of such member; or
 2. is unemployed or underemployed and experiencing difficulty finding or upgrading employment.

SERVICE PRIORITY FOR INDIVIDUALIZED SERVICES AND TRAINING SERVICES

- Staff will greet all customers as they enter the facilities and provide an overview of service offered. The staff will inquire if the customer is a Veteran or Priority Population.
- If the customer is a Veteran, the staff will provide the customer with a “Green” WDD Intake to complete.
- If the customer is a Low Income Individual the staff will provide the customer with a “Pink” WDD Intake to complete.
- Staff will review the WDD Intake to determine if they should receive priority of service. Customer must identify themselves as a Veteran or Public Assistance Participant upon completion of the WDD Intake form.
- Referral forms from agencies may also be used in determining Priority Status.
- Staff will ensure the customer has the appropriate Intake Form. This will provide the WDD Staff with the ability to rapidly identify covered persons and assign them to the Career Center Staff.



Fulton Workforce Development Area – WIOA Plan fo2020-2023

The Employer Relations Specialist/Business Consultant Youth Development Specialist also ensures Priority Populations a priority when assisting with re-employment services.

3. Alignment with State Goals – Describe how the area/region will align with each of the goals listed in the State Unified Plan.

a. Utilize sector partnerships to inform and guide strategic workforce development strategies and enhance partnership coordination. (held for October Regional Plan submission)

b. Further develop regional integration to ensure streamlined services to both businesses and individuals. (held for October Regional Plan submission)

c. Utilize the workforce system to increase statewide prosperity for rural and urban communities.

WorkSource Fulton is uniquely poised to promote economic prosperity of Fulton County residents. As part of Select Fulton, workforce development in Fulton is linked with efforts of the Development Authority of Fulton County and Economic Development efforts, which links the business community with the talent pipeline provided by WorkSource Fulton. This structure also allows Fulton to leverage Select Fulton expertise, networks, and resources to find opportunities for job seekers and to better understand the economic conditions of the labor market. WorkSource Fulton will leverage these relationships and strategic administrative structure to develop opportunities for work-based learning. In conjunction with the WorkSource Metro Atlanta workforce boards, Fulton is also focusing on the economic mobility of Atlanta residents. Through a partnership with Atlanta CareerRise, the five metro boards are examining how services are provided to residents and what changes can be made to ensure that the workforce system can provide an opportunity for economic mobility, particularly for those living below the poverty line to access opportunities which pay a living wage. More information on the economic mobility efforts is available in the Region 3 Plan.

d. Utilize the workforce system with education systems at all levels.

WorkSource Fulton follows the example of the State in having representatives from both Technical College System of Georgia campuses within Fulton County on the Fulton Workforce Development Board. The Fulton LWDB has launched a new Strategic Partnerships and Outreach Committee to explore opportunities for the Fulton Workforce System to engage with various partners and educational groups to serve strategic populations and opportunities for all Fulton residents. The Fulton LWDB is also



Fulton Workforce Development Area – WIOA Plan fo2020-2023

exploring new opportunities for youth to engage in career exploration and work experience, and is looking to partner with the Fulton County School System to partner and promote opportunities for all Fulton Youth, regardless of school status.

e. Alleviate a tightened labor market by increasing the participation of strategic populations in the workforce system.

The Fulton Workforce Board recently launched a new Strategic Partnerships and Outreach Committee to explore opportunities for the Fulton Workforce System to engage with various partners and educational groups to serve strategic populations and opportunities for all Fulton residents. The goal of this committee will be to direct the strategic vision for Fulton’s workforce efforts, in particular directing the workforce board to engage with the non-profit community and community based organizations who can support job seekers who may have barriers to successful training and employment outcomes. The committee will ensure that Fulton’s workforce efforts are focused on strategic populations and provide the necessary resources for their success. Currently the committee is looking at supporting the work of the Youth Committee to address resources for Opportunity Youth, partnering with the City of Atlanta and organizations that serve the homeless populations, and deploying resources such as the WorkSource Fulton Mobile Unit to reach communities that do not have access to the network of career centers or training providers.



Fulton Workforce Development Area – WIOA Plan fo2020-2023

Attachment 1: Local Workforce Development Board Member Listing

Member Name	Title	Entity	Board Category
<u>Anthony Tuggle</u>	<u>VP Sales</u>	<u>AT&T</u>	<u>Business</u>
<u>Jim Collins</u>	<u>VP Industrial</u>	<u>UPS</u>	<u>Business</u>
<u>VACANT</u>		<u>Georgia Power</u>	<u>Business</u>
<u>Virginia Lindgrin</u>	<u>CFO</u>	<u>Grady Health System</u>	<u>Business</u>
<u>Alex Ruder</u>	<u>Sr. Advisor</u>	<u>Federal Resrve Bank of</u>	<u>Business</u>
<u>David Seem</u>	<u>CFO</u>	<u>Miller Zell</u>	<u>Business</u>
<u>Brent Reid</u>	<u>CEO</u>	<u>Winter Construction</u>	<u>Business</u>
<u>Tom Cook</u>	<u>COO & President</u>	<u>Flexible Technology Solutions LLC</u>	<u>Business</u>
<u>Sanquinetta Dover</u>	<u>President & CEO</u>	<u>Dover Staffing</u>	<u>Business</u>
<u>Rep. Kim Schofield</u>	<u>President</u>	<u>Kimler & Associate LLC</u>	<u>Business</u>
<u>Jeff Stepakoff</u>	<u>Executive Director</u>	<u>Georgia Film Academy</u>	<u>Business</u>
<u>Andy Macke</u>	<u>Sr Director</u>	<u>Comcast</u>	<u>Business</u>
<u>Fabiola Stokes</u>	<u>Community Impact Programs & Investments</u>	<u>Google Fiber</u>	<u>Business</u>
<u>Reginald Washington</u>	<u>President- Dining Division</u>	<u>Paradies Lagardere Travel Retail</u>	<u>Business</u>
<u>Kali Boatwright</u>	<u>President & CEO</u>	<u>Greater North Fulton Chamber of Commerce</u>	<u>Economic Development</u>
<u>Dr. Lanze Thompson</u>	<u>CFO</u>	<u>Clark Atlanta University</u>	<u>Education</u>
<u>Stephanie Rooks</u>	<u>Dean Adult Education</u>	<u>Gwinnett Tech</u>	<u>Education</u>
<u>Yulonda Darden-Beauford</u>	<u>VP Economic Development</u>	<u>Atlanta Tech</u>	<u>Education</u>
<u>Elizabeth Scott</u>	<u>Regional Coord. Reg.3</u>	<u>Georgia Dept. of Labor</u>	<u>Government</u>
<u>Aimee Williams</u>	<u>Rehab. Unit Manager</u>	<u>Vocational Rehab.</u>	<u>Government</u>
<u>Elizabeth Norman</u>	<u>Manager, Counsel Services</u>	<u>Atlanta Job Corps</u>	<u>Workforce</u>
<u>Mike Bell</u>	<u>Asst. Business Manager</u>	<u>IBEW Local 613</u>	<u>Workforce</u>



Fulton Workforce Development Area – WIOA Plan fo2020-2023

<u>Juan Wences</u>	<u>Organizer</u>	<u>Iron Workers Local 387</u>	<u>Workforce</u>
Amelia Nickerson	VP of Development & Community	First Step Staffing	Workforce
VACANT			Workforce



Fulton Workforce Development Area – WIOA Plan fo2020-2023

Note - WIOA Performance Measures will be negotiated with the State once it completes its negotiations with the US Department of Labor.

WIOA Performance Measure	PY20 Goal	PY21 Goal
Adult Q2 Entered Employment	67.0%	68.0%
Adult Q4 Entered Employment	63.0%	64.0%
Adult Median Earnings	\$5,800	\$5,900
Adult Credential Rate	60.5%	61.0%
Adult In-Program Skills Gain	5.0%	7.5%
DW Q2 Entered Employment	82.5%	83.5%
DW Q4 Entered Employment	78.0%	79.0%
DW Median Earnings	\$7,200	\$7,300
DW Credential Rate	76.0%	77.0%
DW In-Program Skills Gain	2.0%	5.0%
Youth Q2 Placement in Employment or Education	68.0%	69.0%
Youth Q4 Placement in Employment or Education	68.0%	69.0%
Youth Median Earnings	\$2,500	\$2,600
Youth Credential Rate	25.0%	50%
Youth In-Program Skills Gain	5.0%	7.5%
Employer Measure	TBD	TBD



Fulton Workforce Development Area – WIOA Plan fo2020-2023

Attachment 3: Comments that Express Disagreement

There were no comments received during the posting of the WIOA Plan.

Comment 1
Originating Entity:
Comment:

Comment 2
Originating Entity:
Comment:

Comment 3
Originating Entity:
Comment:

Comment 4
Originating Entity:



Fulton Workforce Development Area – WIOA Plan fo2020-2023

Comment:



The undersigned hereby agree to adhere to all applicable federal, State, and local laws, regulations, and policies in performing any duty associated with the funds made available to under the Workforce Innovation and Opportunity Act.

Name: Brett Lacy

Title: Workforce Division Manager

Entity Representing: Fulton County Workforce Development Division

Signature:

Name: Rob Pitts

Title: Chairman Fulton County Board of Commissioners

Entity Representing: Chief Local Elected Official

Signature:

Name: Latron Price

Title: Chairman

Entity Representing: Local Workforce Development Board

Signature: